

Annual Report

2010/11

Department of
Correctional Services
ANNUAL REPORT
for the 2010/11
Financial Year

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SCHOOL REINTEGRATION
FACILITIES HEALTH GOAL JUSTICE RIGHTS TRAINING DCS DEVELOPMENT SOCIETY COMMUNITY REINTEGRATION
SECURITY SAFE
HABILITATION
GOAL RIGHTS SECURITY
TRAINING DCS DEVELOPMENT SOCIETY COMMUNITY REINTEGRATION
CORRECTIONS IN SOUTH AFRICA
FACILITIES SCHOOL HEALTH GOAL JUSTICE RIGHTS TRAINING DCS DEVELOPMENT SOCIETY COMMUNITY REINTEGRATION
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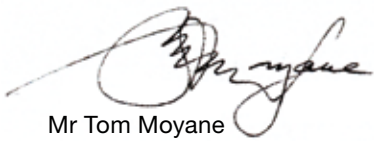
correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA

|

Ms. Nosiviwe Mapisa-Nqakula
Minister of Correctional Services

I have the honour of submitting the Annual Report of the Department of
Correctional Services for the period 1 April 2010 to 31 March 2011.

A handwritten signature in black ink, appearing to read 'Tom Moyane', written in a cursive style.

Mr Tom Moyane
National Commissioner of Correctional Services
31 May 2011

Management Structure

As at 31 May 2011

01 Ms Nosiviwe Mapisa-Nqakula, MP
Minister of Correctional Services



02 Adv. Ngoako Ramatlhodi, MP
Deputy Minister of Correctional Services



03 Mr Tom Moyane
National Commissioner of Correctional Services



04 Mr Siphwe Sokhela
Chief Financial Officer



05 Mr Zacharia Modise
CDC Corrections



06 Ms Nontsikelelo Jolingana
CDC Development and Care



07 Mr Terence Raseroka
Act CDC Corporate Services



08 Ms Jenny Schreiner
CDC Operations and Management Support



09 Ms Subashini Moodley
CDC African Correctional Services Association



10 Mr Nkosinathi Breakfast
Acting RC Eastern Cape



11 Ms Grace Molatedi
Acting RC Free State and Northern Cape



12 Mr Kenny Bower
Acting RC Gauteng



13 Mr Mnikelwa Nxele
RC KwaZulu-Natal



14 Ms Lunga Tseana
Acting RC Limpopo, Mpumalanga and North West



15 Mr James Smalberger
RC Western Cape



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Part 1: General Information

1.1 Vision, Mission and Values

The Vision of the Department in the year under review remained to be one of the best service providers in the world by delivering correctional services with integrity and commitment to excellence.

The Mission of the Department is placing rehabilitation at the centre of all Departmental activities in partnerships with external stakeholders, through:

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

Values

Development

- Enablement and empowerment
- Faith in the potential of people
- Providing opportunities and facilities for growth

Integrity

- Honesty
- Disassociating yourself from all forms of corruption and unethical conduct
- Sound business practices

Recognition of Human Dignity

- Accepting people for who they are
- Humane treatment of offenders
- Recognizing the inherent human rights of all people

Efficiency

- Productivity
- The best work methods
- Excellent services

Accountability

- Desire to perform well
- Accepting accountability for your behavior
- Commitment

Justice

- Fair treatment
- Justice for all
- Fairness and equality before the law

Security

- Safety of employees, offenders and the community

Equity

- Non-discrimination
- Affirmative action

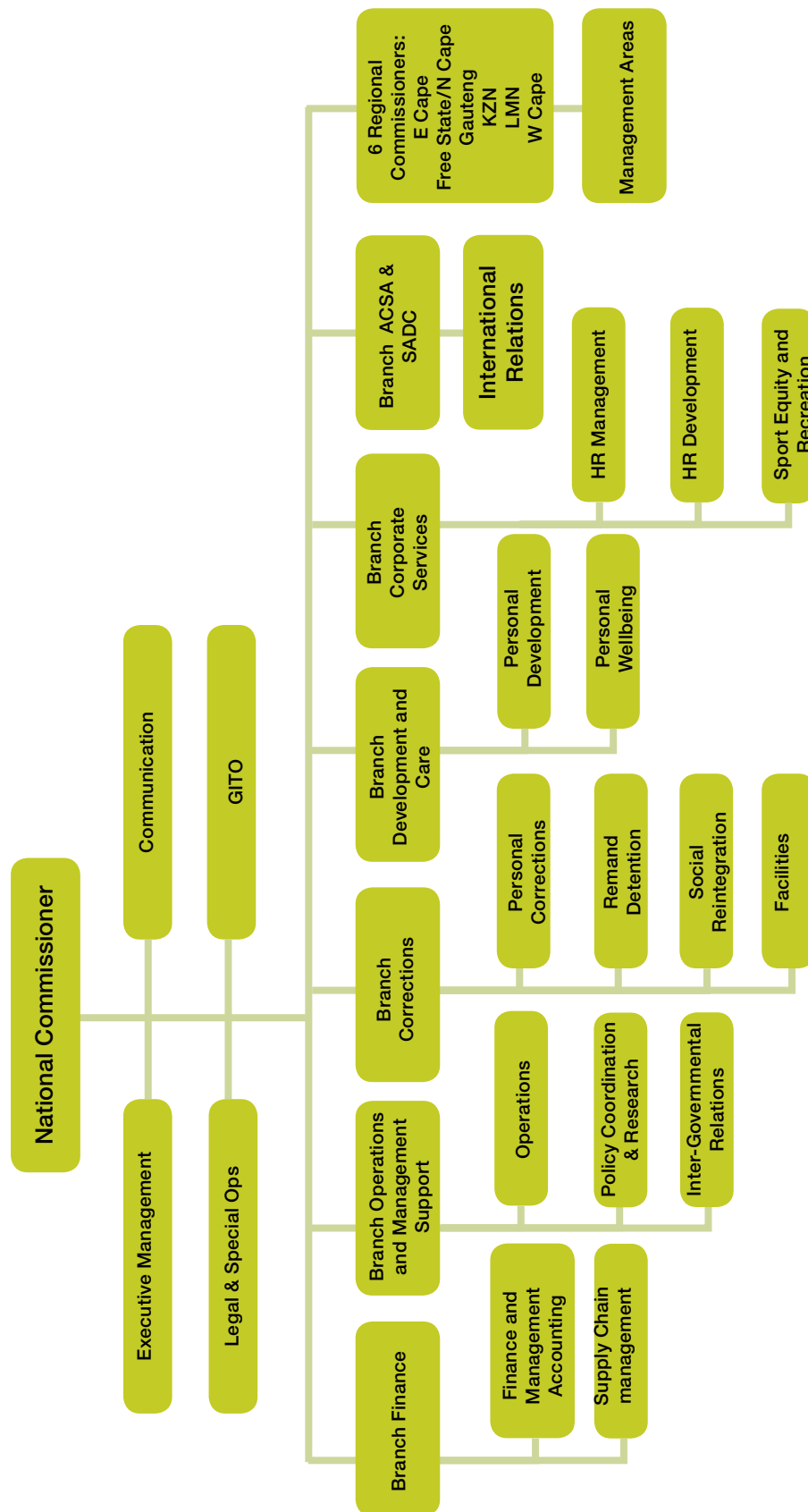
1.2 Organisational Structure

Correctional Services remains a national competency with a national Head Office and 6 Regional Offices, that oversee the management of Management Areas in which the correctional centres and community corrections offices are located. Ongoing work on the appropriate structure and functional alignment has taken place in the year under review and will culminate with a Vision and Design Project delivering an organisational vision and structure in 2011-12 that supports the strategic direction of the department.

In January 2011, as part of the alignment with the strategic direction of the Department, the Branch of Central Services was disbanded, with Legal and Special Operations, Communications, International Relations and GITO components reporting directly to the National Commissioner, and Policy Coordination and Research Chief Directorate being incorporated into Operations and Management Support Branch. In addition, a component to provide secretariat support to African Correctional Services Association (ACSA) was established, headed by a Chief Deputy Commissioner.

In March 2011, the Minister approved a number of structural amendments for specific components of the Department which will be effected in 2011-12, while the work on the overall restructuring of the Department is ongoing.

DCS Structure as at end of 2010/11 Financial Year



1.3 Legislative Mandate

During the year under review, the following legislative framework governed the operations of the department:

- Basic Conditions Of Employment Act (No 75 of 1997)
- Child Justice Act (No 75 of 2008)
- Children's Act (No 38 of 2005)
- Compensation For Occupational Injuries And Diseases Act (No 130 of 1993)
- Constitution of the Republic of South Africa, (No.108 of 1996)
- Correctional Services Act, (No. 8 of 1959)
- Correctional Services Act, (No. 111 of 1998) as amended
- Criminal Procedure Act (No 51 of 1977)
- Criminal Law (Sexual offences and Related matters) Amendment Act (No 32 of 2007)
- Employment Equity Act (No 55 of 1998)
- Framework for Managing Programme Performance Information (2007)
- Labour Relations Act (No 66 of 1995)
- Mental Health Act (No 17 of 2003)
- National Crime Prevention Strategy (1996)
- National Education Policy Act. (No 27 of 1996)
- National Health Act (No 61 of 2003)
- Occupational Health and Safety Act (No 85 of 1993)
- Preferential Procurement Policy Framework Act (No 5 of 2000)
- Promotion of Access to Information Act (No 2 of 2000)
- Public Finance Management Act, (No. 1 of 1999)
- Public Service Act (Act 103 of 1994 as amended by Act 30 of 2007))
- Public Service Regulations, 2001
- SITA Act (No 88 of 1998)
- Skills Development Act, (No. 97 of 1998)
- South African Qualifications Authority Act, (No. 58 of 1995)
- Strategic Plan and Annual Performance Plan Framework (2010)
- Treasury Guideline 2002
- Treasury Regulations for departments, trading entities, constitutional institutions and public entities, as amended 2005
- White Paper on Corrections in South Africa (2005)
- White Paper on Human Resources In Public Services (1997)
- White Paper on Reconstruction and Development (1994)

No entities report to the Executive Authority of the Department of Correctional Services.



“The delivery on the Outcomes, specifically those that relate to our Department and JCPS departments rests on the pillars of co-ordination and cooperation.”

- Ms Nosiviwe Mapisa-Nqakula
Minister of Correctional Services

1.4 Minister’s Statement

The 2010/11 year has been a remarkable year for South Africa. As a security institution, we are proud of the achievements of this financial year. South Africa has been referred to as a criminal haven and not able to secure its citizens and visitors. However, our performance during the world’s biggest event – the World Cup – has proved our ability to deliver.

Our achievements during the 2010 Soccer World Cup are important as it also demonstrated our ability towards a collective approach that is inherent in the Outcomes Approach adopted by our government. The delivery on the Outcomes, specifically those that relate to our Department and JCPS departments rests on the pillars of co-ordination and cooperation. Already during the 2010/11 Financial Year we have seen some benefits from this collective approach. Progress has been made in relation to the Remand Detention System particularly in relation to policy issues. I am hoping that by the end of the next Financial Year, the Branch will be in existence and the facilities that have been identified are operational. Our Annual Performance Plan has given clear targets and timelines and required resources have also been identified to ensure that we deliver on this task. In addition, the Enterprise Project Management Office has been established to fast track some of the projects that are related to Remand Detention. The EPMO has also projectised key issues that emanated from the Ministerial Task Team recommendations related to overcrowding. We have seen already in the year under review that our efforts are paying dividend. The drop in overcrowding levels, albeit marginally, is an indication that the work we do has impact. It also suggests that we need to put a bit more effort and this I have already indicated above.

When the Deputy Minister joined the department, one of the things he had picked up was the glaring lack of discipline by officials in the department. Lack of discipline undermines delivery. We have had to deal with this in the most decisive way and also measure the costs and benefits of our actions. Several officials have been suspended including Senior Managers. To minimize the impact of these measures, we have had to shift officials around and appoint people in acting positions. I have already indicated in the Strategic Plan that I intend to fill up all vacant posts within the 2011/12 Financial Year. This will reduce the impact created by vacant posts.

In the previous financial year 2009/10 the department presented its Annual Report before this house. Following the tabling, the department appeared before the Portfolio Committee on Correctional Services. The Auditor-General of South Africa, although not expressing an opinion formally, it had found it difficult to determine the performance of the



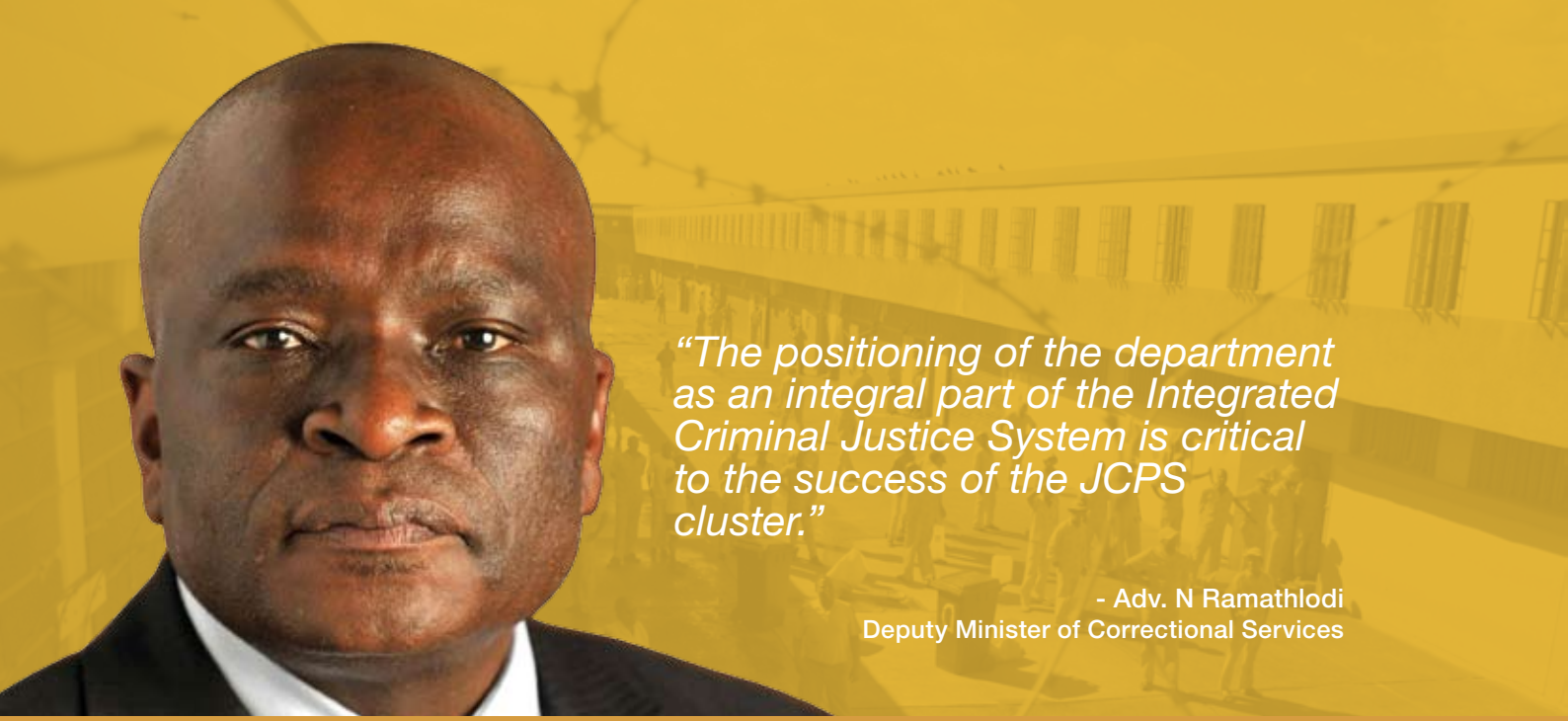
department. In presenting the 2010/11 annual report of the department I would like to put on record that we are still not where I had hoped we would be in terms of the management of performance information. In the previous FY, we stated in that the management of performance information was an area that we need to focus on as a department. I must add though that there has been several measures undertaken to improve our performance in this regard. The strategy to manage and turn around performance information management is underway and includes review of policy, review of our Logic Model (performance indicators) and monthly monitoring of performance. When I received this Annual Report I realized that our challenges are big and that there is much more work to be done in order to have a clean audit on performance information.

There has been a lot of activity during 2010/11 in creating the culture of professionalism and focus on delivery. I have approved the structure for certain functions that were critical but not accorded the status they require. The Internal Audit for example has a big role to play but had not the correct status and capacity. The Chief Security Officer will also play an important role in strengthening security. We have also started the process of matching and placing people appropriately.

We are entering 2011/12 focused on ensuring that delivery is not only improved but we can demonstrate that there is delivery. We acknowledge our areas of weakness and have taken steps to act upon them. I have confidence in the support from the National Commissioner and his commitment to turn around performance in the department.

Ms Nosiviwe Mapisa-Nqakula
Minister of Correctional Services

Date: 31 May 2011



“The positioning of the department as an integral part of the Integrated Criminal Justice System is critical to the success of the JCPS cluster.”

- Adv. N Ramathodi
Deputy Minister of Correctional Services

1.5 Deputy Minister’s Statement

When I joined the Department of Correctional Services in November of 2010 I mentioned key areas of delivery in my speech to personnel. These areas had been initiated and my mandate was to focus on these areas and ensure delivery. One of the key areas that I was required to focus on was strengthening the capacity of the Community Corrections and supervision capabilities. As the department we recognize the importance of the role of community corrections and supervision. The success of the programmes and services we render are reflected in how well this task is carried. During the year under review, the process of strengthening community corrections received much attention from the department through providing adequate personnel and the necessary machinery required. It is important to note however, that this is work in progress because supervision requires more than just personnel and cars, training is equally crucial.

The positioning of the department as an integral part of the Integrated Criminal Justice System is critical to the success of the JCPS cluster. The department participated in various fora that include the Criminal Justice Review and Strategic Team of the JCPS.

The area of legal services is being reconfigured. We are capacitating it. The organization the size of the department cannot have a small legal team to deal with the mammoth size and complex nature of legal matters. In this context, efforts are underway to appoint the head of legal services and the two deputies, who shall establish a full legal service branch.

There has been considerable progress in the establishment of the Management of Awaiting Trial Detention. The establishment of the Branch is underway and the post of the branch head has been advertised. The Correctional Matters Amendment Act Chapter 5 deals specifically with Remand Detainees. Draft regulations have been endorsed by the Executive Management.

We have developed sound relations with the office of the Inspecting Judge. The office plays a critical role in ensuring that the DCS carries out its mandate as required. The relations are important as the environment that the department and the Inspectorate operate under, is a complex and strenuous one. It requires people with strong people skills and integrity. The appearance of the Inspecting Judge in the Dewani case points to the nature of what both these entities deal with.



I am happy to indicate that we have made solid progress, however much more remains to be done.

A handwritten signature in black ink, reading "Ramatlhodi".

Adv. N Ramatlhodi
Deputy Minister of Correctional Services

Date: 31 May 2011

“More importantly we need to be able to see the bigger picture from our vision. It is this that will determine how we move forward and see the tomorrow that we all yearn for – that is all South Africans are and feel safe.”

- Mr T.S. Moyane
National Commissioner of Correctional Services



1.6 Accounting Officer's Overview

When I was appointed National Commissioner of Correctional Services over a year ago, I had set out an action plan geared towards improving the way the department operates. There was undoubtedly lack of urgency in many areas. The area of security for example still requires much attention. Security breaches are common across the department. In presenting this Annual Report I would like to provide you with a sense of how we have fared in 2010/11. The overall performance of the department is not a particularly satisfactory one. The recent recession created some paralysis leading to underperformance in some areas. Despite the challenges we faced we have managed to make achievements in many areas of our Strategic Plan. But the tide has been turning and the department has responded positively to the challenges. It is my intention that by the end of the next financial year I will present the annual review that says we have performed above expectation.

Our performance is results driven and underpinned by the government's outcome based approach. We have developed a system that will assist us in improving our management of performance information. More importantly, the system will be central to how we make interventions based on sound-decisions, and how we account. This means measuring performance across the board that include financial performance, IT performance and any other work we do. For the system to be effective we have drilled down to its basic elements – data collection. The audits conducted by ourselves and the diagnostic that was initiated towards the end of the financial year with National Treasury have provided insight on what needs to be done to improve performance management.

Significant progress has been made in the area of human resources. We have filled over 1000 vacant posts. However, our focus is not on blanket filling of vacant positions but we want to recruit committed employees. We held a successful Excellence Awards ceremony. We will continue to reward people who understand they are here to be productive and contribute towards making the department deliver. This is what should inform our recruitment and retention strategy.

Our productivity lay in how we get the job done and this meant us identifying areas of strength. We had to take bold decisions in relation to personnel such as transfers aimed at aligning people to their competency areas. This obviously impacted on the operations in affected areas. There were also several suspensions that also impacted on our functioning. IT is another area that is critical to our success in that it supports the core business. However, our IT systems in the department are not in keeping with our strategic goals.



Investigations are underway on how to make IT systems support our strategic direction.

These hurdles are clearly surmountable but require a level of dedication and commitment from all. More importantly, we need to be able to see the bigger picture of our vision. It is this that will determine how we move forward and see the tomorrow that we all yearn for – that is, all South Africans are and feel safe.

Mr Tom Moyane
National Commissioner of Correctional Services Date: 31 May 2011



Part 2: Information on Predetermined Objectives

2.1 Overall performance

In the 2010/11 financial year the department has continued to concentrate resources on improved compliance and governance, improved centre level service delivery on core mandates, promoting corrections as a societal responsibility and building internal capacity for improved centre level service delivery.

The department's performance in 2010/11 has been a mix of achievements and challenges in the delivery of core business. In 2010/11 the department recorded achievements mainly on the participation of inmates in Development Programmes, partly as a result of partnerships that the department has with other stakeholders. There were a number of challenges that the department faced that related to constraints in human resources, particularly at the coalface. Inadequate staffing levels for the shift system as well as the loss of scarce skills increased the risk relating to escapes and assaults. Programme delivery targets in some areas such as HIV and AIDS and health care services could not be reached as personnel were overstretched. Progress was made in facilities in the Western Cape where additional bed space is being created in Brandvlei, Vanrhynsdorp and Ceres.

The Department has driven improved management of financial resources and assets through:

- Verification of assets, including the eradication of all audit findings related to asset management (tangible, intangible, immovable or minor asset).
 - DCS and National Treasury - Office of the Accountant-General (NT OAG) met on a monthly basis to assess progress with regard to areas of audit qualification.
 - Management areas conducted monthly asset spot-checks with a view to improve the capturing of assets and regions submitted their findings to Head Office.
 - Head Office team conducted monitoring visits to all big and other key management areas that had challenges with regard to asset management in the previous financial year.
 - 496 Interns were appointed and deployed to all management areas to assist with asset verification and management.
 - From 07th February 2011 to 18th February 2011, the team from OAG conducted, on a sample basis, visits to management areas focusing on asset verification and asset reconciliations. The process of asset verification by OAG is to provide some basis for agreeing on the opening balance for assets that should be adjusted. DCS and OAG would then agree on the adjustment to the opening balance and consultations on this matter done with AGSA and Audit Committee.

- Correct asset classification and valuation.
 - The BAS expenditure reports are compared to additions on the LOGIS asset register on a monthly basis. All regions are then instructed to rectify any identified discrepancies.
 - Discrepancies picked up on March 2011 reconciliation were rectified during April and May 2011 and will be disclosed on the AFS accordingly.
- Monthly reconciliations between LOGIS and BAS, at Head Office and all regions.
 - The monthly asset reconciliations were up to March 2011.
- Increasing awareness of asset management to all employees affected by the use of assets.
 - Asset management information sessions were held in Head Office and regions with all asset and sub-asset controllers.
 - Asset controllers and sub asset controllers have been appointed in writing.
 - Top management also visited all management areas that are being audited to monitor progress and get feedback from auditors if they are satisfied with co-operation of the staff in terms of providing information on time and asset management.
- Updated asset management policies for all aspects of asset management.
 - The asset management policies and procedures have been revised through circulars to address identified shortcomings.

In 2009/10, the findings by the Auditor-General in the Management Letter on the manner in which the department managed performance information lead to various interventions to turn the situation found in 2010/11 around. These interventions included an action plan aimed at improving the management of performance information; continued internal audit processes at national, regional and centre levels; analysis and feedback and a diagnostic on performance information that was done by the Technical Assistance Unit from National Treasury and focused attention on data collection tools on indicators and on the quality of reporting.

2.1.1 Voted Funds

Main Appropriation R'000	Adjusted Appropriation R'000	Actual Amount Spent R'000	Under Expenditure R'000
15 129 043	15 427 465	14 698 843	728 622
Responsible Minister	Honourable N Mapisa-Nqakula		
Administering Department	Department of Correctional Services		
Accounting Officer	Mr T Moyane		

2.1.2 Aim of the vote

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

2.1.3 Summary of programmes

Programme 1: Administration

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

Programme 2: Security

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

Programme 3: Corrections

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

Programme 4: Care

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

Programme 5: Development

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

Programme 6: Social Reintegration

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

Programme 7: Facilities

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

2.1.4 Key strategic objectives achievements

The mandate of the department is to house inmates in a secure and humane environment consistent with human rights principles.

The department provides services to inmates and programmes to offenders and supervision of persons on community corrections. The key services are:

- **Security** is focused on ensuring that violence and escapes are reduced in order to enhance public safety, facilitate the readiness of remand detainees for court processes and facilitate the rehabilitation of offenders.
- **Correctional administration** is aimed at the management of correctional centres and remand detention facilities to ensure good governance within the centre processes, the transfer of inmates, the management of the court appearances for remand detainees, and the management of the offender rehabilitation path for sentenced offenders.
- **Corrections programmes** are aimed at addressing offending behaviour, both in the general sense of breaking the cycle of crime and at offence specific interventions.
- **Work opportunities** in agriculture, production workshops, and in other forms of labour are provided to offenders to enable their rehabilitation and enhance their employability once released.
- **Development programmes** seek to provide offenders with different skills that will promote self-worth such as education, various skills that include computer training.
- **Care services**, including health and nutritional services, are essentially aimed at the well-being of the offender.
- **Social reintegration** aims at facilitating consideration of parole releases and the return and acceptance of the inmate to society.

These services are complementary and the overall aim is to support the effectiveness of the criminal justice system, promote the rehabilitation and social reintegration of the offender, and enhance public safety.

DCS incarceration facilities are central to the delivery of programmes and services to inmates and provide space for accommodation, and for rendering of programmes and security. Correctional centre facilities are sites for rehabilitation, and for facilities to enable this, they need to meet specific requirements that includes provision of appropriate structures for health and education, secure and human conditions. The upgrade and maintenance programme and construction of new facilities are programmes meant to meet these requirements.

The downward trend in relation to security breaches has not been sustained in the period under review. Maintenance of security has been made difficult due to the migration to a new shift system with inadequate staffing levels for this shift system, resulting in and compounding inadequate compliance with security policy, inadequate attention to security as a priority service area and low morale and inadequate discipline amongst officials. The year saw escapes involving a number of inmates escaping at one time. The Department has taken stock of the security challenges and has created a post of Chief Security Officer in order to seriously enhance the provision of security in correctional centres,

Overcrowding levels were reduced by 5.75% from 40.62% in the 2009/10 financial year to 34.87% in the 2010/11 financial year as a result of having implemented a multi-pronged overcrowding strategy, working in collaboration with criminal justice partners to improve diversion options and providing additional bed spaces. This reduction is significant as the previous levels of overcrowding impacted negatively on the ability of the department to render rehabilitation services and placed unacceptably high work demands on correctional officials.

The Department's work on improving the offence specific rehabilitation interventions has been taken forward with the development of a draft corrections programme on economic crimes which has already been consulted with regions and the Branch Development and Care for inputs. Significant progress is being made with the development of partnerships with academic institutions in relation to the work of offender assessment and profiling. A MOU with UNISA and University of Pretoria has been signed and implementation is to begin during the first quarter of 2011/2012.

The roll out of Correctional Sentence Plans for offenders is a key focus and underlies the ability of the department to determine the rehabilitation interventions for each offender who is sentenced to over 24 months. The Department has conducted 18 CSP workshops in six regions attended by 1050 officials in order to enhance the quality of this work.

The implementation of unit management, which underpins the approach to the offender rehabilitation path, has been fully implemented in 225 out of 240 active correctional centres (94%) including the Structured Day programme and on the 3 meal a day system.

In relation to offender development, significant achievements include a substantial improvement in young offenders' access to education as full time schools providing the National Curriculum Statement syllabus increased from one – Usethubeni Youth Centre in Durban – to five centres with Voorberg, St Albans, Johannesburg and Barberton being added. During the 2010 Academic year, the department achieved an overall 73% matric pass rate, with Usethubeni achieving 96 % and Voorberg 91%.

The Minister launched the Operation Funda Campaign at St Albans Correctional Centre aimed at improving access to education and contributes to effective rehabilitation. Op-

eration Funda will focus on increasing the number of schools that provide full-time study under the National Curriculum Statement by dedicating 13 Youth Correctional Centres as full time schools.

More offenders have participated in the Adult Basic Education and Training programme due to vigorous marketing of the programme to them. There was also an increase of 12% in the percentage of offenders who participated in the Further Education and Training programme.



The department in partnership with the Department of Communications, hosted a National e-literacy Graduation Ceremony for 296 offenders who qualified in ICDL programme. 100 offenders received training on Microsoft Programme by Microsoft South Africa. The department also implemented the Artisan Development Project through SASSETA at Baviaanspoort, Boksburg, Kroonstad, Pretoria and Rustenburg. A total of 50 offenders are currently undergoing training on this programme that provides various trades that include Plumbing, Welding and Electricity.

In general the participation of offenders in care services and programmes has increased, contributing in the rehabilitation process. The assistance of external service providers contributed to this achievement.

The targets for the rendering of Spiritual Care sessions were exceeded by 1 012 sessions, due to the past two years of training of spiritual care personnel on Policy, Policy Procedures, Guidelines, service level standards and effective management of spiritual care services. Also the commitment of spiritual workers and service providers in a period of financial constraints has been commendable. Chaplains and relevant persons in the Regions had been trained in the implementation of the reviewed Spiritual Care Monthly Reporting Mechanism.

Social Workers in all the six Regions were trained on the reviewed programmes i.e. Substance Abuse, Anger Management, Procured Youth Resilience Enhancement Programme and Social Workers based at Youth centres were trained on SANCA Ahanang Substance Abuse Programme by SANCA. A new programme, Building Healthy Relations, was developed. The chaplains in three regions were trained in the implementation of the Anger Management and Pre-Release Programmes.

Managers, Social Workers, and Correctional Officials based at Youth Centres and Female Correctional Centres were trained on Special Categories Policies and Procedures and check lists for Special Categories of offenders.

Training was conducted in the Regions for Health Care and Nutritional Officials on the approved Procedure Policies Manuals with the intention of implementing the approved Policy Procedures for Health and for Nutrition and the withdrawal or repealing of the out-dated relevant B-Orders. Reporting on the indicators improved from the first quarter due to the training conducted and reporting formats circulated to the Regions.

The target for testing offenders for HIV was exceeded by 5 361 offenders as a result of the Voluntary Counselling and Testing campaign.

The approach of appointing an entire Parole Board for a period of 5 years, as opposed to appointment of individuals to Parole Boards that was previously utilised, has been implemented. The Parole Boards were appointed by the end of the financial year, contributing to the improved management of the parole system going forward.

During 2010/11 financial year, the upgrading of four facilities was underway. The upgrade of Brandvlei, which will create 346 additional beds, was 98% completed by the end of the financial year. The upgrade of Ceres, which will create 282 additional beds, was 63% completed. The upgrade of Vanrhynsdorp, which will create an additional 328 beds, was 74% completed. The replacement and upgrade of Tzaneen, which will create 451 additional beds in 2013, was 25% completed.

A feasibility study has been approved for the upgrading of 10 Centres as dedicated remand detention facilities. Implementation of the OHS Act Compliance and Upgrading Project started in 2010/2011 and due for completion in 2012/13. The project involved:

- The replacement of non-compliant, non-functioning or obsolete kitchen equipment and boilers. Of the 90 kitchens planned to be addressed in this project, 20 completed, 48 under construction, one at site hand over phase, five at tender award phase, three on tender, and 13 under tender planning.
- Upgrading waterworks and sewerage works. Under Capital Budget, three projects are under planning and two are under construction, while under Planned Maintenance Budget 10 are under planning and 30 under construction.
- Installing incinerators for the agricultural operations all in planning phase.

2.1.5 Overview of the service delivery environment for 2010/11

The Department of Correctional Services serves the inmates (covering remand detainees, who have not yet been sentenced, as well as sentenced offenders) as well as members of the public. For the public, the department has developed a Service Delivery Improvement Plan which outlines four services namely:

- Improve telephone/switchboard etiquette at all service points.
 - Improve scheduling of visitation to offenders.
 - Management of payment of bails and fines at correctional centres.
 - Management of service providers and other stakeholders into correctional facilities.
- These are reported in detail in the section under Service Delivery Improvement below.

The Ministerial Task Team appointed by the Minister in 2009/10 has presented its report on the audit of conditions of detention of inmates in correctional centres and made significant recommendations. The Report has reflected that the correctional centre environment is not enabling for the implementation of the White Paper.

Virements

Virements are reported in detail in Chapter Three under the Accounting Officer's Report.

Roll-overs

R22.532 million was rolled-over from 2009/10 to 2010/11 for developing a new hybrid PPP financial model and doing a mini-feasibility study.

In the 2010/11 year, the Department has faced a range of litigation, mainly in relation to parole policy implementation, and in relation to the employee working conditions and work facilities. In terms of litigation cases won by DCS against the total number of cases finalised against it, the department functioned at 5.56% above the set targets. Of significance is the case of Van Vuuren versus the Minister of Correctional Services that has determined that lifers sentenced after March 1995 and before October 2004 must be considered by the Minister for parole.

During 2010/11 the publication of the Framework for Strategic Plans and Annual Performance Plans changed the way departments plan and report on performance information. The Presidency also published a document entitled: *Improving Government Performance: Our Approach*. These documents are at the heart of the government's objective to improve delivery of programmes and services. There are 12 outcomes that government has announced, against which it will perform. The Department of Correctional Services contributes, chiefly, to Outcome 3, "All people in South Africa are and feel safe". The key DCS outputs relating to this outcome, as reflected in the Minister's Performance Agreement, are reduced length of detention for remand detainees, improved involvement of offenders in rehabilitation programmes, improved compliance with parole conditions by parolees and improved victim involvement in parole processes. In relation to other outcomes, the department's role, albeit peripheral, remains important in that achievement of outcomes is a collective effort.

In terms of Outcome 3 the department has committed itself to play a role in the following areas in contributing to the safety of all South Africans:

- Reduced average length of time in remand detention from 150 days to 120 days by 2014
- Increased percentage of Parolees without Parole violations from 71% to 80% by 2014
- Increased participation in Corrections Programmes from 17250 to 18000 by 2014
- Increased participation in Formal Care Programmes from 85 239 to 93 762 by 2014
- Increased participation in Informal Care Programmes from 31 200 to 34 320 by 2014
- Increased participation in Formal Development programmes from 55 047 to 60 551 by 2014
- Increased participation in Informal Development programmes from 76 157 to 83 772 by 2014
- Increased number of victims who attend parole hearings
- Detection and conviction of corrupt officials
- Collective efforts to combat cyber crime.

In addition, the department plays a critical role in the JCPS cluster and some of the areas where considerable progress has been made are the following:

- The framework for repeat offending
- Development of the bail protocol
- Drafting of the White Paper on Remand Detention

The Criminal Justice Review Task Team, in which the department participates, is also making headways in several areas. The review of protocols that include the Mental Health

protocol are issues receiving attention in the team. The Department played an important role in the JCPS Strategic Review Team and in this team's work in the finalisation of Outcome 3, identifying the outputs and indicators, with the Minister's Performance Agreement being signed on 30 April 2010.

2.1.6 Overview of the organisational environment for 2010/11

The current structure of the department was approved in 2003/4, requiring DCS to have approximately 60 000 posts. By 2007/08 the DCS funded post establishment was 46 874. In 2007/08 however, due to DCS's consistent inability to maintain a reasonable vacancy rate of 5%, National Treasury suspended R522 million from the DCS compensation of employees baseline, with the intention that once DCS could prove the ability to fill vacant posts, that suspended amount would be reintroduced into the baseline. In 2008/9 the Department declared a partial moratorium on the filling of vacancies in order to partially fund the requirement to pay for overtime as per Resolution 1 of 2007. In 2009/10, the Department partially funded the OSD once-off payment and the OSD translation through maintaining the moratorium, which resulted in a projected funded staffing level of 41 500 and an actual staffing level of 40 953 as of 31 March 2010.

In 2010/11 a number of significant events took place, particularly at the Senior Management level. These included key appointments, resignations and transfers. The detail of these events is reported in detail under the Accounting Officer's Report on pages 102 to 123.

2.1.7 Key policy developments

The Correctional Services Act 111 of 1998 and the Correctional Service Amendment Act, (No. 25 of 2008) amendment through the Correctional Matters Amendment Bill has made some significant changes in the regulatory framework. The Correctional Matters Amendment Bill was approved by both Houses of Parliament. The Bill seeks to improve the administration of three key areas of the department's responsibilities, namely:

- Strengthen the parole system in general;
- Provide for a new medical parole system; and
- Provide for the management of remand detainees.

To this end, the legislation repeals the incarceration framework as it is highly undesirable and unworkable to have a third parole system in the country. It creates the legal framework for implementing a new Medical Parole Policy that broadens offenders' access to medical parole placement in an effort to prevent offenders dying in correctional centres. The framework also provides for the establishment of an advisory panel of medical practitioners and extends the benefit of medical parole to remand detainees. The Medical Parole Policy has been finalised and the roll out will start in the 2011/12 financial year.

The legislation provides for the improved management of remand detainees. These latter legislative provisions are in line with the draft Remand Detention White Paper that was taken to Cabinet in this reporting period. The department aims to finalise the establishment of the Remand Detention System in 2011/12 financial year and the policy sets the foundation for this process. The related policy, the Bail Protocol was implemented in all six regions. 26 415 applications were submitted to courts via the National Prosecuting Authority from April to March and 14 944 (56.57%) were approved.

The Department's functioning has been impacted on by the promulgation of legislation – specifically the Child Justice Act and the Children's Act. One hundred and forty six (146) officials, including Social Workers and Human Resource Practitioners, were trained on the Child Justice Act and the Children's Act respectively. The number of children in

correctional Facilities decreased significantly since 2009. On 31 March 2009 there were 1663 children, of which 803 [48%] were awaiting trial. On 31 March 2010, there were 1275 children, of which 504 [40%] were awaiting trial.

Another key policy development process that has started and will be finalised in early 2011/12 financial year is the Offender Labour Policy Framework. This policy is aimed at improving the participation of offenders in labour as well as to facilitate and increasing the possibility for employment after release.

2.1.8 Departmental revenue, expenditure, and other specific topics

Collection of Departmental Revenue

	2007/08 Actual R'000	2008/09 Actual R'000	2009/10 Actual R'000	2010/11 Target R'000	2010/11 Actual R'000	% Deviation from target
Tax revenue	-	-	-	-	-	-
Non-tax revenue						
Sale of goods & services other than capital assets	77 425	17 268	42 560	72 285	43 185	40.3%
Fines, penalties and forfeits	15 030	16 836	15 694	22 030	16 071	27.1%
Interest, dividends and rent on land	400	375	753	318	1 224	(284.9%)
Sales of capital assets	205	1 412	1 402	1	768	(767.0%)
Transactions in financial assets & liabilities	43 253	44 554	47 926	48 768	54 170	(11.1%)
Transfer received	0	61	143	0	0	0%
Total Departmental Receipts	136 313	80 506	108 478	143 402	115 418	19.5%

2.1.9 Departmental expenditure

Compensation of Employees

The primary reason for under spending is related to vacancies, which clearly hampers effective service delivery. In terms of reducing the under expenditure on the compensation budget the department has embarked on advertising it's vacancies since July 2010. To date a total of 1 613 posts have been advertised. A revised strategy still needs to be developed to reduce the period it takes to fill a vacancy in the department and create a retention environment that will discourage officials from leaving the organisation.

Goods and Services

The area where the department experienced the most underspending were under Information Technology and Capital Works projects. There were several reasons which included the late signing of Service Level Agreements and problems related to procurement. This section is reported in detail under the Report of the Accounting Officer on pages 102 to 105.



2.2 Programme Performance

Programme A: Administration

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

Service Delivery Objectives and Indicators

NOTE: In these tables, we have combined indicators, regulatory and monitoring strategies and operations strategies into one row where they relate to a single responsibility to avoid duplicate reporting, which can be confusing. Where this has been done it is clearly indicated in the Strategy/Indicator column. This is also to ensure alignment between the Strategic Plan and Annual Report.

NOTE: Where the format of the target in the Strategic Plan is not aligned to the format of the Performance Indicator in the Strategic Plan, the department has reported both in the format of the Strategic Plan target and in the format of the Performance Indicator. This is also to ensure alignment between Strategic Plan and Annual Report.

Sub-programme: Finance				
Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance and corrective measures
		Target	Actual	
A.1: To provide effective and efficient financial and supply chain management	Percentage of expenditure	No unauthorised expenditure	95.3% of final appropriation spent resulting in an under expenditure of R728,622 million (4.7%)	Refer to paragraph 2.1.9 above

Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance and corrective measures
		Target	Actual	
	Percentage of expenditure to HDI service providers	80.00%	% of expenditure: 83.13%. Number of contracts awarded: 2 135 Value of contracts awarded: R422,043,842.00 % Contracts awarded to Black Enterprises: 71.54% % Contracts awarded to Black Women Enterprises: 54.48% % Contracts awarded to White Women Enterprises: 15.30% % Contracts awarded to Non HDI Enterprises: 16.87%	
	Number of audit qualifications and matters of emphasis A.R&M 1.1 Monitor compliance with Finance & SCM prescripts	Reduce the level of deficiencies using 2009/10 AGSA report as a basis	1. Qualification on additions and proposals of movable tangible capital assets 3. Emphasis of matters on 2008/09 unauthorised expenditure material losses and material under spending of the budget	
Finance and Supply Chain Management Regulatory and Monitoring Strategy				
	A.R&M 1.2.& A.O.1.2 Implement centralised data base & information system for monitoring of performance information on relevant output and outcome indicators for finance and supply chain management	Maintenance of existing data-bases on: Losses Disposals Debts Fleet management Bids Contracts Analytical report	Existing database of financial losses and debts were maintained and updated. A modified database on financial losses was not developed	A modified database on financial losses will only be developed during Lesedi (phase 4)
Finance and Supply Chain Management Operations Strategy				
	A.O 1.1. Monitor compliance with Finance & SCM prescripts	Findings on finance and supply chain management on monitoring, evaluation reports implemented and monitored	Monthly reports on asset verification, fleet management and procurement are received from the regions and analysed Exceptions are communicated to the regions for rectifications Monthly IYM reports are received from the regions and checked for compliance	Corrective measures taken: Non-compliance letters written to relevant branch heads and regions

Sub-programme: Corporate Services				
Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
A.2 To improve human resource capacity & management to enable department to fulfil its mandate	Percentage of posts not filled vs financed posts	3 % vacancy rate Monitor compliance with 3% vacancy and provide quarterly reports	The vacancy as at 31 March 2011: 15,28% measured against 47 336 approved posts, of which only 41 500 are funded The vacancy rate in the scarce skills occupational class was as follows: Social Workers = 38,28% Psychologists = 50,86% Nurses = 26,23% Medical Practitioners = 26,67% Pharmacists = 37,25%	The moratorium on the filling of posts was in effect until 30 June 2010. Advertising of vacancies only commenced on 1 July 2010 The short listing and selection processes have been hampered by HR capacity as a result of migration of officials to centres The implementation of the various OSD's have also presented a major challenge The strategy for addressing the attrition rate, which is in excess of 120 per month, will be refined
	Number of person days lost due to leave against the total number of annual working days A.R & M 2.5 & A.O. 2.3 Coordinate and monitor improvement of provision, maintenance and management of human resources	TIL: 1 employee to 8 days PIL: 1 employee to 8 days Sick: 1 employee to 8 days LWP: 1 employee to 8 days IOD: 1 employee to 8 days Number of days lost due to sick, temporary incapacity leave (TIL), permanent incapacity leave (PIL) and special leave monitored	The number of days lost to leave was as follows: An average of 6 TIL days per employee, 8 PIL days per employee, 4 sick days per employee, 6 days of leave without pay per employee and injury on duty days per employee per annum The average days lost for the required categories are: Sick leave: 16.2, Leave Without Pay: 3.12, Injury on Duty: 15.5, Temporary incapacity leave 2.51 Permanent incapacity leave - information not available	Applications for TIL and PIL are often disapproved by the Health Risk Manager long after the actual leave is taken with the consequence that these days must then be converted to leave without pay The statistics therefore must be considered with this fact in mind

Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance and corrective measures
		Target	Actual	
	Number of grievances handled within 30 days vs the total number of grievances recorded; A.R &M 2.4 & A.O.2.10 Improve dispute resolution processes	Reduce the number of grievances outstanding for more than 30 days by 10% Monitor compliance with Grievance Procedures and report on status of dispute resolution in DCS	<p>771 grievances recorded in the financial year of whom 421 have been finalised, of those 208 were finalised within 30 days (49.4% of grievances been finalised within 30 days)</p> <p>On average, it took 82.23 days to finalise a grievance (213 grievances have not been finalised within 30 days)</p> <p>The DCS Grievance Procedure was revised and consulted with labour. Labour agreed to the envisaged amendments. The revised Grievance Procedure forms a negotiation package with the revised DCS Disciplinary Code and Procedure and the Suspension Procedure. A mandate on this matter was not available by the end of the Financial Year</p> <p>194 Managers and supervisors (against the target of 100) including Employee Relations Managers and Area Co-Ordinators Services were trained on the effective management of grievances. The 194 is broken down as follows: Head office = 86 Limpopo, Mpumalanga and North West = 58 Free State/Northern Cape = 18 KwaZulu-Natal = 18 Eastern Cape = 18 Gauteng = 0 (To be done in 2011/12 Financial Year) Western Cape = 0 (To be done in 2011/12 Financial Year)</p>	Managers are not complying or adhering to the time frames provided in the grievance procedures and policy guidelines

INFORMATION ON PREDETERMINED OBJECTIVES

Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance and corrective measures
		Target	Actual	
	Percentage of compliance with Government Equity targets A.R & M 2.9 & A.O.2.11 Manage workforce representation in line with the Employment Equity Plan and accelerate the empowerment of women and people with disabilities to achieve substantive equality	<p>Implementation of Employment Equity Plan monitored</p> <p>Monitor the implementation of a programme that targets women at middle and junior management level</p> <p>Implementation of Job Access Strategy for the employment of people with disabilities monitored</p>	<p>SMS Required 50M:50F Actual 70M:30F equals 20% variation</p> <p>MMS Required 50M:50F Actual 69M:31F equals 19.31% variation</p> <p>ASD's Required 50M:50F Actual 62M:38F equals 12.38% variation</p> <p>L 3 - 8: Required 60M:40F Actual 69M: 31F Equals 9.31% variation</p> <p>People with Disabilities= Required Actual 2% 0.8%</p> <p>Monitoring done: 13 women were trained in Emergency Support Team (EST) by Functional & Management Training</p> <p>Integration done and Disability Targets have been included in the departmental EE Targets to be achieved through recruitment</p> <p>AA interventions are inclusive of disability measures to be realized through HRD. Key objectives and principles of Job Access Strategy have been included in the draft DCS Recruitment, Transfers and termination Policy</p> <p>No persons with disabilities were appointed except 30 students on learnership</p> <p>Partnership has been established with four Disabled people organizations and through them DCS is able to access as many qualified PwD's with respect to advertisements</p>	<p>The inclusion of adherence to EE targets as part of SMS performance contracts will assist in meeting targets</p>

Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance and corrective measures
		Target	Actual	
	Person days lost due to suspensions A.R & M 2.3 & A.O.2.9 Reduce the number of suspensions	Reduce the baseline by 10% Monitor compliance with Suspension Procedures and Disciplinary Code and Procedures and report on status of suspensions in DCS	<p>462 employees were suspended in this financial year of whom 402 have been uplifted within the financial year, and of those 157 were finalised/uplifted within 30 days (39.05%). The employees were therefore on average suspended for period of 52.5 days and the cost of suspension amounted to R13 953 973.56</p> <p>The DCS Disciplinary Code and Procedure has been revised. A mandate on this matter was not available by the end of the Financial Year</p> <p>204 Managers and supervisors (against the target of 100) including Employee Relations Managers and Area Co-Ordinators Services: were trained on the investigation techniques and discipline management. The 204 is broken down as follows: Head office – 86 LMN - 58 Gauteng - 60</p> <p>Issued a circular on effective management of suspensions</p>	<p>Managers not finalising appeals against dismissals within the time frames</p> <p>Some Managers not complying/adhering to suspension policy</p> <p>Managers tend to follow the formal route even for minor transgressions instead of informal route disciplinary processes</p>
Corporate Services Regulatory and Monitoring Strategy				
A.2 To improve human resource capacity and management to enable the Department to fulfill it's mandate	A.R & M 2.1 Alignment of structure to strategies and functions of DCS	Approved organisational structure reviewed in line with DCS strategies	<p>DPSA was consulted on the incorporation of the organisational structure into the functional organisational structure. The functional organisational structure were developed and approved by the Minister on the 05 March 2011 for: Branch: Finance</p> <p>Branch: GITO, Chief Directorate: Health Care Services, Chief Directorate: Employee Relations, Chief Security Officer, Chief Audit Executive, Chief Directorate: Legal Services</p> <p>The migration will form part of the implementation plan after the approval of the structure</p>	

INFORMATION ON PREDETERMINED OBJECTIVES

Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance and corrective measures
		Target	Actual	
		Post establishment aligned to the approved organisational structure	Project was completed and put en route for approval. 127 number of Vacant posts identified for evaluation as follows: Salary level15 = 5, Salary level14 = 5, Salary level13 = 3, Salary level11 = 39, Salary level9 = 73 Salary level8 = 1, Salary level 2 - 7 = 1, Total = 127 Salary level 13-15 posts were evaluated during March 2011.	
	A.O 2.2 Implementation of the 7-day establishment	Implementation the new shift system Monitor the implementation of the new shift system	The following shift patterns have been proposed for implementation. 40 Hr and 45 Hr Work Week: The 10 Hr over a 5 Day period in a 7 Day cycle; The 12 Days on and 2 Days off in a 14 day cycle; and The 10 Days on and 4 Days off in a 14 Day cycle.	
	A.R & M 2.2 & A.O.2.6 Improve human resource data integrity and access security to HR systems	Monitor compliance with PERSAL control measures and provide quarterly reports	PERSAL compliance control measure certificates have been submitted Auditing conducted and identified discrepancies communicated to regions together with detailed reports for regions to rectify Suspension allowances identified, audited and sent to regions for rectification	
		Establish a learner records system	The learner record system has not been developed	This target is postponed due to system changes pending in government
		Acquire software to enhance PERSAL control measures	Not done	Budget not allocated

Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance and corrective measures
		Target	Actual	
	A.R & M 2.5 & A.O. 2.3 Coordinate and monitor improvement of provision, maintenance and management of human resources	Monitor compliance with 60 days turn around in filling vacancies	Turn around is 158 days	Interventions to reduce the turn around time in the filling of vacancies started towards the end of the financial year and will continue in the new financial year
	A.O 2.4 Improve management of service terminations	Decentralise termination processes Turnaround time for processing of terminations reduced to 90 days	The decentralisation of termination administration to regional offices was not achieved and remains centralised at Head Office at this stage	
		Monitor implementation of exit management programme Provide quarterly reports on analysis of exit questionnaires	The implementation of this programme is postponed to the next financial year	Implementation to take place in 2011/12
		Implementation of Housing Policy monitored	The Policy will be implemented once a court decision has been taken for levels 2-12. SMS members residing in official accommodation vacated except for 8 members who did not vacate as instructed and a decision to be taken regarding their cases	Audit will be conducted in the next financial year
	A.R & M 2.6 & A.O.2.5 Improve performance and career management systems	HR Plan developed in line with strategies of DCS	Draft National Strategic Human Resource Plan for 2011/2012 developed	

INFORMATION ON PREDETERMINED OBJECTIVES

Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance and corrective measures
		Target	Actual	
		Career management model with pay progression and grade progression elements implemented	Not achieved Pay progression implemented for Social Workers and salary level 2-12 employees who are not covered by an OSD. No qualifying employees for Grade progression identified	This was due to additional input received from Regional representatives at HR Support conference held during Nov. 2010 Amendments made to draft Career Management Model which will be submitted for approval and roll out during 1st and 2nd quarter of 2011
		DCS related OSD's implemented and aligned with performance management system	All approved OSDs have been implemented	
		Team assessment model implemented in LMN and Gauteng Regions and Corporate Services and a core Branch	Team assessment model for LMN, Gauteng, Free State Northern Cape Regions and Corporate Services had been successfully piloted Feedback has been given to participating Pilot Testing Teams and Certificates have been issued The Team Assessment Model has also been incorporated into the draft policy of performance and career management	

Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance and corrective measures
		Target	Actual	
	A R & M 2.7 & A.O.2.7 Provide human resource development programmes and services based on organisational priorities & strategic direction	Work Place Skills Plan (WSP) in place	<p>Regional Workplace Skills plans are currently consolidated into one National Workplace Skills plan</p> <p>24 865 Personal Development Plans were received through the HR Connect Skills audit process where all officials were required to indicate their training needs. The information together with the Performance Management Development System Personal Development Plans were used to develop the regional Workplace Skills plans</p>	
		Draft legislation for Professional Council on Corrections	Legislation has not been developed	Approval sought for the appointment of a consultant to develop a business case for the Professional Council. The business case will inform the need for new / amended legislation. Regions will be consulted once the business case development is underway including legislative development process

INFORMATION ON PREDETERMINED OBJECTIVES

Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance and corrective measures
		Target	Actual	
		General standards for all training programmes, delivery of training interventions and packaging of training manuals	The development of a manual on Framework of Standard was currently underway	Consultation has already taken place with SAQA though the process has not been concluded. Future meetings between DCS and Quality Council for Trade and Occupations are planned once their regulations have been published. A framework has been developed based on SAQA requirements only. The framework has been consulted on the existing framework which excludes Quality Council for Trade and Occupations requirements.
	A R & M 2.8 & A.O.2.8 Coordinate and monitor Implementation of the integrated employee health and wellness programme	Integrated Employee Health and Wellness (EHW) Programme implemented	<p>244 officials were seen by EAP'S in individual consultations; 201 officials were trained; 680 officials attended wellness programmes & the programme was marketed to 4393 officials. There are currently only 13 EAP's and 24 vacant posts</p> <p>756 officials went for HIV testing, 17 tested positive, 22 revealed their HIV status, 398 HIV/ AIDS workshops were held & 40 040 condoms were distributed together with information</p> <p>A total of 4003 officials are reported to be on ARV Treatment from GEMS with a gender distribution of 45% males & 55% females</p>	

Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance and corrective measures
		Target	Actual	
		Facilities fund transformed	The Facilities Fund has not been transformed and the report on the status of the Facilities fund submitted	
		Implementa- tion of Youth Development Framework monitored	A draft Youth Development Framework is available 22 unemployed youth have ac- quired full artisan status through the Youth Development Appren- ticeship Project implemented by the Youth Desk at Zonderwater. 7 unemployed youth are complet- ing their training in welding, panel beating and fitting and turning	

Corporate Services Operations Strategy

Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
A.2 To improve human resource capacity and management to enable the Department to fulfil it's mandate	A.O 2.1 Compliance with HR policies, procedures, standards and applicable legis- lation	Implement HR Policies and Housing policy	Monthly certifications are available to monitor compliance	
	A.O.2.12 Implement Safety, Health and Environment (SHE) programme at all levels of the department	Health and safety repre- sentatives, First Aiders and Fire Fighters appointed and trained	Appointments were made. Re- ports are available on the number of persons trained	
		Health and safety Commit- tees established Provide quar- terly reports on functioning of committees	Appointments were made. Re- ports are available on the number of persons trained	
		Provide quar- terly reports on status of Safety, Health and Environment interventions	Levels 1-3 of OHS Committees established	

Sub-programme: Central Services				
Strategic Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance and corrective measures
		Target	Actual	
A3: To ensure effective, legally sound, policy compliant and corruption free management of Correctional Services; and effective knowledge management through improved information management systems and information and communication technology solutions & services in order to ensure information driven decision making	Percentage of litigation cases won by DCS against the total number of cases finalised against it A.R&M 3.1 A.O 3.1 Develop and execute a turnaround strategy for effective downward management of litigation against the department	70% Litigation turnaround strategy developed, approved and implemented with quarterly progress reports given Quarterly trend analysis reports on litigation cases with advisories for executive management decisions	Total number of cases finalised=200: In favour DCS = 153 (76.5%) Against DCS =47 (23.5%) Litigation turnaround strategy prepared and put en route for approval by National Commissioner Bi-annual and annual litigation trends report submitted for approval Fourth quarter report submitted	DCS functioned at 5.56% above the set targets
	Number of officials found guilty of fraud, corruption and serious maladministration against the total number of officials charged in such cases A.R&M 3.2 & A.O 3.2 Implement Mechanisms to effectively prevent, detect and respond to fraud and corruption in the department	90% Guilty finding Effectiveness of Anti-corruption and fraud prevention Programme Elements of the department assessed	DIU: 219 cases finalized, 185 closed as unfounded, 34 forwarded to CE. Success rate is 81.72% CE: 103 officials charged, 94 guilty, 9 not guilty Success rate of 91.26%. 10 cases withdrawn before the start of the hearing	

Central Services Regulatory and Monitoring Strategy				
Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
A.3 To ensure effective, legally sound, policy compliant and corruption free management of Correctional Services; and effective knowledge management through improved information management systems and information and communication technology solutions & services in order to ensure information driven decision making	A.R&M 3.3 Develop and implement a re-offending framework for the criminal justice system	A new re-offending framework for the criminal justice system is in approved by DCS and JCPS	<p>Established a cluster task team that developed a framework to measure re-offending within the JCPS cluster</p> <p>Workshopped and reworked draft framework within JCPS and social cluster departments</p> <p>The draft framework was not presented within the cluster</p>	<p>The process of appointing cluster task team members was long as it depended upon Departments to appointing relevant people</p> <p>Although the draft framework was developed by the DCS, it could not be finalized without the participation of other departments</p>
	<p>A.R&M 3.4 Develop a five year internal communication strategy for internal publics - staff and inmates</p> <p>A.O 3.4 Improve communication with internal and external publics including inmates</p>	5% enhancement of staff appreciation of internal communication against the 40% baseline established by a pilot survey, through development and execution of a five year Internal Communication Plan Elements of communication strategy implemented	<p>A five year internal communication strategy draft was done for officials and offenders. Elements of the strategies were implemented. These include the electronic publication of two issues of SA Corrections, writing and placement of 150 staff notices on intranet and notice boards, a new editorial manual for publications envisaged in the strategic documents, 26 events were captured on video with nine (9) produced into DVDs that were circulated to all CCs and other stakeholders, including the Portfolio Committee visit to five CCs; intranet received a face lift while an in-depth analysis and review is undertaken; a pioneering teleconference meeting of National Commissioner with over 5000 officials nationally</p> <p>Numerous publications were designed and produced internally including UNCCPCJ country report, brochures on community profiling, colour coding of internal communications</p>	<p>Inadequate resource planning limited the capacity of communications to meet the targets including inability to conduct the survey, to publish printed copy of SA Corrections, and only about 1/3rd of captured video produced</p> <p>The strategies are set for submission and approval in 2011-12, aligned to the broader and integrated communications strategy</p>

INFORMATION ON PREDETERMINED OBJECTIVES

Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	A.R&M 3.5 Develop and execute an integrated stakeholder relations management strategy for Correctional Services & AO 3.5 Improve stakeholder relations	Net positive representation of DCS in multi-media platforms is improved by 15% from the baseline of -30% through development and effective execution of a five year media strategy	In terms of GCIS independent analysis of media coverage, Correctional Services improved from -26% at the beginning of 2010 to -9% by March 2011, following analysis of 3 400 print and electronic media articles. The Department remains the second most negatively reported JCPS cluster member as a proportion of the whole (3400 articles, 590 negative and 104 positive). A minimum of 48 media statements were released during the year Five media conferences were convened and three (3) izimbizo were held in Ulundi, Thembisa and Cradock	Inadequate resource planning inhibited delivery on the targets set, that include: media strategy, good news generation
		Improved relations with existing and new stakeholders through effective execution of a five-year integrated and overarching stakeholder relations management strategy, inclusive of development and use of quantitative and qualitative measuring tools of the relations Partnership agreements with civil society formations	Although the expected review of the 2007 approved stakeholder relations strategy was not done, the following ad hoc engagements were organised: Minister's preliminary session with stakeholders in December 2010, and National Commissioner's meeting with Labour Unions, POPCRU and PSA Measuring tools to determine the effectiveness of the engagement have not been developed	Inadequate resource planning contributing to the limitations on progress in this area

Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	A.R&M 3.6 Drive the implementation of the Image Turn Around Campaign (ITAC) & A.O 3.6 Promotion of DCS Corporate Image	5% increase of public awareness and appreciation of DCS mandate and performance through execution of non-cost driving elements of the image turn-around strategy Image turn-around strategy implemented	<p>Despite a series of failed funding bids for the approved Image Turn Around Campaign, a number of projects were successfully implemented including: Hosting of the Corrections Week with 153 events, TV and Radio adverts in eight languages, The name change campaign with 10 public hearings organised, a series of print and radio adverts carried across SABC language stations with a series of interviews organised on TVs, Radio and with newspapers.</p> <p>Finalized the 1st phase of the revamping of the website Provided events management support through the co-ordination of major regional and national events and campaigns such as Operational Vala, Ministers Budget Vote, Mandela Day, etc. Further co-ordinated the advertising campaigns of the Minister's handling of court decisions on Parole for lifers sentenced before 01 March 1994.</p> <p>The issue management framework has been drafted and consulted on but requires constant updating to keep in line with the developments across the Department</p> <p>The Corrections Contact Centre continues to function at a lower scale taking only about 850 enquiries from the internal public as it has not yet been launched externally. Electronic bill boards were installed in four Management Areas and local staff training on maintenance and updating of information</p>	An Image Turn Around funding bid was submitted to National Treasury but was declined

INFORMATION ON PREDETERMINED OBJECTIVES

Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	A.R&M 3.7 Implementation of MISP	Roll out approved IT Technical Plan	The rollout of the technical plan is delayed due to the need to secure and prepare the IT environment	Implementation of the new IT structure that reduces a major dependency on consultants. Concentration on sorting out the massive infrastructure problems by building a new network, data centre, server farms, storage and disaster recovery sites
		Roll out approved ICT Governance Framework	The governance framework of COBIT has been adopted and is being used along the current operational plan	
		Roll out updated Business Solutions	EDRMS is on pilot stage and the work going forward will be stopped to get business resources available and ready for the new system RDOMS is behind schedule and will be stopped so that application platform rationalisation can be done	Application platform rationalisation to ensure scalability of solutions and to avoid potential vendor lock-in

Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	A.R&M 3.8 Manage DCS contribution and participa- tion in UNCCPJ, ACSA, SADC and Africa Bi- laterals. A.O 3.3 Main- stream cor- rections and criminal justice into international multilateral processes	Progress Report on DCS contribution and participation Participate in international multilateral processes	<p>ACSA: DCS organised and hosted ACSA Strategic Planning Meeting to develop the ACSA Strategic Plan for mainstreaming corrections and prisons in Africa during 2010-2015</p> <p>ACSA EXCO meetings organised by DCS as scheduled. DCS provided institutional support to ACSA and was instrumental in convening the ACSA Biennial Conference in Ghana in September 2010. The Conference agreed on common action to address challenges and exchange best practices in Africa</p> <p>Southern African Corrections Conference: DCS hosted the Southern African Corrections which launched the Southern African Corrections Forum. The Forum will serve as a vehicle to promote transformation and harmonisation of corrections and prisons in the region</p> <p>UNCCPCJ: Finalised and printed Country Report. Attended the 12th Congress in Salvador, Brazil from the 12-19 April 2010. Finalised the Report and circulated to various departments. Cabinet memo written to transfer the UNCCPCJ National Rapporteur function to DoJCD</p> <p>SADC: DCS participated in Inter State Defence and Security Committee (ISDSC) meeting in Maputo where progress on staffing of SADC Secretariat was discussed as well as the Interstate Transfer of Prisoners. ISDSC was also mandated to develop a roadmap for the implementation of the Areas of Regional Cooperation</p>	Due to inadequate resource planning, some projects were not undertaken

Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
			<p>ICPA: Attended International Corrections and Prisons Association in Ghent Belgium</p> <p>Bilateral Discussions: Bilateral discussions were held with Lesotho 2011 to draft the Rules of Engagement and prioritise areas for cooperation</p> <p>Delegation sent to Sudan on 7-11 March 2011 to restart negotiations on the 4th phase of capacity building</p> <p>DCS participated in Joint Permanent Commission on Defence and Security (JPCDS) with Namibia, 14-15 March 2011, Botswana, 18-22 October 2010 and Zimbabwe, 9-13 November 2010</p>	

CENTRAL SERVICES OPERATIONS STRATEGY

Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
A.3 To ensure effective, legally sound, policy compliant and corruption free management of Correctional Services; and effective knowledge management through improved information management systems and information and communication technology solutions & services in order to ensure information driven decision making	A.O 3.7. Maintain accurate and up-to-date, web based information systems	Data audits conducted	<p>No physical data audits were conducted at correctional centre and community correction office levels</p> <p>The average performance of the Admission and Release system for the financial year was 93,45%</p>	The monthly monitoring of performance of the two systems took place remotely through the Admission and Release Performance monitoring tool and the Community Correction Error reports. Physical data audit at correctional centres and community correction offices did not take place due to inadequate resource planning

Strategic/ Measurable Objective	Strategy/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
		Maintain and provide valid, reliable and accurate data	<p>Head of Correctional Centre System (HoCC)</p> <p>A total of 28201 hits were registered</p> <p>Health System: Roll out of the ICD10 codes implemented and is functional</p> <p>APIS project: Phase II of Biometric and Photos for Correctional Centres completed. A total of 44 correctional centres were implemented with Biometric functionality</p> <p>The Admission and Release system was enhanced to incorporate policy changes in Corrections, through the development and implementation of 27 new functionalities on the system</p>	
		System users trained	<p>A total of 603 employees were trained on Operational Systems, Biometric and Photos functionality on the A&R system (APIS project) 342</p> <p>Skills Development System - 92 DCS Video Remand Courts -18 A&R System: Release of 27 new functionalities - 83</p> <p>Electronic Tuberculosis Register - 23</p> <p>Correctional Act Monitoring System - 45</p>	

Sub-programme: Management

Strategic Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
A.4. To ensure effective planning, resourcing, delivery, project management, monitoring, evaluation and reporting for improved service delivery	Percentage of compliance in Compliance Improvement Plan inspections A.R&M 4.3 & A.O.4.1 Improve levels of compliance in DCS	90% Improve level of compliance from 88% to 90%	<p>Head Office was inspected. The overall performance improved from 80% to 82%</p> <p>All Regions were subjected to CIP inspection. The overall performance of all Regions declined from 83% to 81%</p>	The impact of the introduction of the shift system combined with staffing shortages and the migration of officials from non-centre-based to centre based has impacted on the general level of compliance in the Department

Operations and Management Support Regulatory and Monitoring Strategy				
Strategic Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
A.4. To ensure effective planning, resourcing, delivery, project management, monitoring, evaluation and reporting for improved service delivery	A.R&M 4.1 Ensure integrated Strategic, Operational, Financial, HR and IT planning, resourcing and performance reporting	Reduced audit queries on performance information	Audit queries action plan submitted on monthly basis	Audit findings not yet fully addressed There is lack of co-ordination and consistent reporting. The action plan reports comprehensively on the progress in relation to audit queries
		Departmental strategic plan reconciled with the 2011/12 - 2012/13 allocated budget	Strategic Plan tabled and aligned to the ENE	Measures to make further improvements include - review of the planning and monitoring and evaluation policy, resource considerations spelt out in the APP and alignment of spending plans and Operational plans
	A.R&M 4.2 Establish effective structures, systems and processes for portfolio management in DCS	Improved delivery by projects in compliance with project plan	Project Portfolio Management procedures have been completed and presented to the EP MO advisor, this will form as the base for the implementation and delivery of the EP MO solution in DCS PMO Charter was returned by the National Commissioner for discussions with the EP MO advisor Discussions took place and the charter will be incorporated in the work that the EP MO will be doing in terms of the development of the EP MO office and the Governance structures Project Management policy has been certified by Legal Services, the document has been presented to the EP MO advisor and will be taken into the EP MO environment as part of the Governance and the establishment of the EP MO office	

Strategic Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	A.R&M 4.4 Monitor delivery against performance indicators and service delivery targets in operations strategy	Annual performance information report	Annual Report only delivered in the second quarter of the new financial year; Performance information submitted to NT in the form of the ENE and Strategic Plan	Performance information report is contained in the Annual Report which is tabled in September 2011
	A.R&M 4.5 Development of Innovation Management Framework	Functioning of the Innovation Board	Innovation Board Charter implemented. Various elements are covered in Charter. On-going; Innovation Framework being implemented	
		Implementation of the innovation framework	Innovation Board Charter implemented. Various elements are covered in Charter. On-going; Innovation Framework being implemented	
		Establishment of the innovations champions network	Innovation Champion framework developed	
	A.R&M 4.6 Development of business case for business continuity management project	Project Charter and Project Plan	Business case reviewed and submitted for approval in October 2010, but not approved	Subjected to review of project management processes in DCS and delayed due to decision to set up an Enterprise Project Management Office

Programme B: Security

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

Service Delivery Objectives and Indicators

NOTE: In these tables, we have combined indicators, regulatory and monitoring strategies and operations strategies into one row where they relate to a single responsibility to avoid duplicate reporting, which can be confusing. Where this has been done it is clearly indicated in the Strategy/Indicator column.

NOTE: Where the format of the target in the Strategic Plan is not aligned to the format of the Performance Indicator in the Strategic Plan, the department has reported both in the format of the Strategic Plan target and in the format of the Performance Indicator. This is also to ensure alignment between Strategic Plan and Annual Report.

Programme: Security				
Strategic Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
B. To prevent persons incarcerated from participating in criminal activities & escaping, by providing an environment that ensures the safety of all persons entrusted to the department's care as well as the safety of the public	Number of assaults in Correctional Centres and Remand Detention facilities (per 10 000 inmates)	Less than 74 assaults per 10 000 inmates in DCS facilities	317 alleged assaults per 10 000 inmates	Under reporting of assaults by inmates in previous years lead to low target setting. Interventions with regard to a common definitional understanding of assaults resulted in an increase in reporting
	Percentage of correctional centres and remand detention facilities with access security turnstiles installed and functioning vs the total number of correctional centres and remand detention facilities planned to have installed and functioning turnstiles	100% of centres planned to have electronic access control systems installed fully functional	80% planned electronic access control systems functional	Systems were partially deactivated when external control room staff was replaced by Departmental staff. Systems were reactivated but some systems experience problems that are in process of rectification

Strategic Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	Number of escapes from Correctional Centres and Remand Detention Facilities (per 10 000 inmates) per year:	Less than 4 inmates per 10 000 inmates who escape	6.65 escapes per 10 000 inmates	The reason for increase in escapes is due to several mass escapes that took place during the reporting period mainly due to negligence and non adherence to existing security procedures by staff. To decrease escapes the department is already engaged in ongoing processes to tighten up security measures and control by managers
	Percentage of vetted personnel vs the total personnel requiring vetting	No targets set	6.15% vetted personnel, representing 2478 vetted personnel against 40 286 not vetted personnel	Major challenges were personnel shortages, (vetting fieldworkers), lack of vetting record checks systems, hence the reliance on the NIA for processing security clearance with long turnaround times The Directorate will be appointing additional fieldworkers and implementing record check Systems
	Number of unnatural deaths measured per 10 000 inmates:	Less than 3.2 unnatural deaths per 10 000 inmates in DCS facilities	3.2 unnatural deaths per 10 000 inmates (51 inmates died an unnatural death)	The major challenge is suicides amongst inmates and current strategies to deal with this problem will be reviewed in the new financial year

Security Regulatory and Monitoring Strategy				
Strategic Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
B. To prevent persons incarcerated from participating in criminal activities & escaping, by providing an environment that ensures the safety of all persons entrusted to the department's care as well as the safety of the public	B.R&M 1. Provide security personnel skills development framework	Develop the security personnel skills development framework	Draft framework report available and approved as work document	
	B.R&M 2. An integrated security technology framework	Develop the Security technology strategy	Project Plan was developed and submitted on 14 May 2010	
	B.R&M 3. Quarterly security risk analysis reports	Security analysis report provided	Security Analysis Report submitted on 15 June 2010	

Security Operations Strategy				
Strategic Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
B. To prevent persons incarcerated from participating in criminal activities & escaping, by providing an environment that ensures the safety of all persons entrusted to the department's care as well as the safety of the public	B.O 1. Improve security management to improve detention & working environment of inmates, staff, service providers & safety of the public	Action plans based on quarterly security risk analysis report implemented	All regions evaluated security risks on a quarterly basis and certified that actions plans were implemented	
		Management of security technology systems	All regions introduced measures and procedures to monitor and manage the maintenance of the security technology systems.	
	B.O 2. Implement Operation Vala	5% reduction in security incidents over the Festive Season	Escapes during Operation Vala: 25% reduction Unnatural deaths during Operation Vala: 33% reduction Assaults during Operation Vala: 19% increase	Operation Vala which is conducted in December saw an increase in assaults in this period. Regional Action plans to reduce the levels of violence were implemented and are re-evaluated on a continuous basis

Programme C: Corrections

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

Service Delivery Objectives and Indicators

NOTE: In these tables, we have combined indicators, regulatory and monitoring strategies and operations strategies into one row where they relate to a single responsibility to avoid duplicate reporting, which can be confusing. Where this has been done it is clearly indicated in the Strategy/Indicator column.

NOTE: Where the format of the target in the Strategic Plan is not aligned to the format of the Performance Indicator in the Strategic Plan, the department has reported both in the format of the Strategic Plan target and in the format of the Performance Indicator. This is also to ensure alignment between Strategic Plan and Annual Report.

Programme: Corrections				
Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
C. To address the specific rehabilitation needs of persons who have been sentenced to correctional supervision or sentenced to incarceration in a correctional centre or paroled, through regular assessment and providing correctional programmes to address all the elements associated with offending behaviour	Percentage of overcrowding in Correctional Centres and Remand Detention facilities C.O 4. Improve Management of Offender population levels	38%	34.87%	This positive result is attributed to the combined impact of having implemented a multi-pronged overcrowding strategy, working in collaboration with criminal justice partners to improve diversion options and providing additional bed spaces

INFORMATION ON PREDETERMINED OBJECTIVES

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	Percentage of incarcerated offenders with sentences longer than 24 months with correctional sentence plans calculated against the projected average of 41 828 offenders with sentences longer than 24 months without correctional sentence plans	25 096 of 41 828	55% (23 029 of 41 828)	Lack of capacity in the Management Areas because the work is done by interim Correctional Assessment Officials in the absence of an approved post establishment
	Percentage of comprehensive profiles compiled within 21 days versus the total number of offenders that should have been profiled within 21 days	100% of all new admissions serving sentences longer than 24 months	91.6% (19 964/21 804)	
	Percentage of offenders participating in a corrections programme calculated against those who are eligible for corrections programmes in terms of their sentence plans	Improve implementation of corrections programmes by 15% by offenders serving 24 months and longer (44 481 in 09/10)	161% improvement: 116 097 offenders attended corrections programmes against target of 51 153	Reporting in 09/10 excluded programmes by external service providers, while included in 10/11 statistics
	Percentage of offenders with work opportunities calculated against the total offender population who qualify for work opportunities	Improve the baseline of the previous financial year	49% (159 771/326 093)	

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	Percentage of offenders completing pre-release programmes calculated against the total number of offenders with approved parole dates	No target was set for the year. A target of 60% has been set for 2011/12	56.95% - 13 243 offenders completed the pre-release programmes against 23 254 offenders for whom the Parole Boards approved parole	
	Percentage of quality assured corrections programmes provided by external service providers calculated against the total number of quality assured corrections programmes per year	No strategy for this indicator, no target set for regions		Indicator has been reworked for the new financial year and reporting will be different

Corrections Regulatory and Monitoring Strategy

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
C. To address the specific rehabilitation needs of persons who have been sentenced to correctional supervision or sentenced to incarceration in a correctional centre or paroled, through regular assessment and providing correctional programmes to address all the elements associated with offending behaviour	C.R&M 1. Develop a Policy and Legislative framework on remand detention system	Widely consulted White Paper (JCPS, NGOs and other relevant stakeholders)	The White Paper on Remand Detention was widely consulted with all relevant role players such as JCPS cluster departments, external stakeholders, Portfolio Committee of Correctional Services, Cabinet Committee and Cabinet. The policy document was approved by the cabinet	

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
		Draft Bill on persons Awaiting Trial and Persons Awaiting Sentencing	Chapter 5 of Correctional Service Act was amended to accommodate all provisions for remand detainees	
	C.R&M 2. - Establish a remand detention management branch	Implementation plan and approved branch structure	Branch structure was approved	
	C.R&M 3. Develop remand detention risk classification tools and protocols	Consulted and approved protocols for management of remand detainees	Draft framework was developed	
	C.R&M 4. Develop / procure further correctional programmes	Develop / procure Behaviour Modification and other correctional programmes	A total number of 154 officials have been orientated to implement correctional programmes A draft programme on economic crimes is available and has already been consulted with regions and the branch Development and Care for inputs	
	C.R&M 5. Improve stakeholder relations in relation to correcting offending behaviour	Formalise engagements with stakeholders and MoUs with two academic institutions for the utilisation of students. Utilisation of interns	MOU with UNISA and University of Pretoria signed and implementation to begin during the first quarter of 2011/2012	

Corrections Operations Strategy				
Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
C. To address the specific rehabilitation needs of persons who have been sentenced to correctional supervision or sentenced to incarceration in a correctional centre or paroled, through regular assessment and providing correctional programmes to address all the elements associated with offending behaviour	C.O 1. Improve effective and compliant administration and management of Correctional Centres	Corrections Policy and Procedures approved Training/ Orientation of staff Dissemination of approved policy and procedures Implementation of approved policy and procedures	Target not met	Approval for the Branch Corrections Policy and Procedures still being awaited prior to dissemination
	C.O 2. Implement Correctional Sentence Plans	Compile CSPs (100%) for all newly admitted offenders serving longer than 24 months	91.6% (19 964/21 804)	
		CSPs compiled for all offenders that were sentenced for longer than 24 months with parole consideration dates	12766 CSPs for offenders that were sentenced for longer than 24 months with parole consideration dates were compiled.	
		Reduce backlog (50933) of CSPs by 10% (5093)	The backlog was reduced by 29% (14 772) compared to the set target of 10% (5 093).	
		Report on the implementation of CSP using CSPRF Implement the Case Review Teams in all centres	The number of functioning Case Review Teams increased from 46 to 114 (148%)	

INFORMATION ON PREDETERMINED OBJECTIVES

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	C.O 3. Implement correctional programmes	Improve implementation of correctional programmes: Anger Management, Substance Abuse, Preparatory Programme for Sexual offenders, Pre-release, New Beginnings, Cross Roads and Restorative Justice and Behaviour Modification by 15% to offenders serving 24 months and longer	116 097 Correctional Programmes	
	C.O 5. Effective management of remand detention	Implementation of Bail Protocol	The Bail Protocol was implemented in all six regions. 26 415 applications were submitted to courts via the National Prosecuting Authority from April to March and 14 944 (56.57%) were approved	
		Child remand detainees removed to secure care facilities where appropriate	The number of children has decreased from the established base line of 195 to 96 children (50, 77 %) as at 14 March 2011 Children in the same age group decreased by 44,51% from the first term to the fourth term	
	C.O 6. Management of court appearances	Established baseline and reduced number of detainees not appearing	The baseline of 3 974 was established for 2010/11 financial year.	
	C.O 7. Install and operationalise Video Remand	Manage the installation of video postponement equipment in 14 facilities	Video postponement installed in 12 Centers	12 Centres ready for operations and awaiting go ahead by DOJCD on dates to begin with remand of cases
	C.O 8. Establish mechanism to manage Foreign nationals in DCS facilities	Develop framework for managing foreign nationals with the Inter State Defence and Security Committee ISCDC	The framework was developed and consulted with all the regions. All the regions will be trained on the implementation of the framework in 2011/12 financial year	

Programme D: Care

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

Service Delivery Objectives and Indicators

NOTE: In these tables, we have combined indicators, regulatory and monitoring strategies and operations strategies into one row where they relate to a single responsibility to avoid duplicate reporting, which can be confusing. Where this has been done it is clearly indicated in the Strategy/Indicator column.

NOTE: Where the format of the target in the Strategic Plan is not aligned to the format of the Performance Indicator in the Strategic Plan, the department has reported both in the format of the Strategic Plan target and in the format of the Performance Indicator. This is also to ensure alignment between Strategic Plan and Annual Report.

Programme: Care				
Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
D To ensure the personal well-being of incarcerated persons by providing various needs-based services	Number of offenders on antiretroviral treatment versus the number of offenders with the CD4 count below 350 (200)	10 150	8 091 (cumulative over Financial Years)	Inadequate resource planning for ART uptake. Waiting period at public health facilities
	Number of offenders on antiretroviral treatment per year	3 104	1 323 new admissions to ART	
	Number of offenders who have tested HIV positive vs. the total number of offenders who have been tested	48 000	19.1% (10 226/53 361)	Target for testing were exceeded as a result of the HCT campaign
	Percentage of offenders treated with mental illnesses vs. the total offender population with mental illnesses	70%	88.74%	

INFORMATION ON PREDETERMINED OBJECTIVES

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	Percentage of care programmes provided by external service providers vs. the total number of quality assured care programmes per year	Spiritual Care: 69.2% (9 of 13 programmes) HIV 100%	Spiritual Care: 53.8% (7 of 13 programmes) HIV & AIDS - 100% (63 63 programmes)	
	Percentage of offenders participating in care programmes vs. the total offender population who are eligible for care programmes in terms of their sentence plans; Percentage of offenders participating in care programmes vs. the total offender population	Social Work Services: 65000 Spiritual Care: 51.29% (83822/163427 offenders) HIV target - 155 170	Social Work Services: Yearly actual performance 82.2% (134 358/163 427) offender participation for the year Spiritual Care: 55.16% (90 151/163 427) HIV Programmes 94.5% (154 461/163 427)	The development and implementation of sentence plans did not progress as required and offenders were participating in care programmes irrespective of availability of a sentence plan Social Work Services: The services of the external service providers led to the increased performance Spiritual Care: Increased due to filling of vacant chaplains posts
	Percentage of offenders on medical treatment for communicable diseases (excluding HIV and AIDS), hypertension and diabetes vs. the total offender population	8%	7.5%	Fewer patients with communicable diseases, hypertension and diabetes were diagnosed and treated Preventative programmes for communicable diseases may be effective

Care Regulatory & Monitoring Strategy				
Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
D. To ensure the personal well-being of incarcerated persons by providing various needs-based services	D.R&M 1. Ensure centralised data base for Care information system for monitoring of performance information on relevant output and outcome indicators	Data base on Health Care Services, HIV and AIDS, Social Work, Psychological Services and Spiritual Care developed	<p>Health Care Information System is not available at all service points for capturing of relevant data; not aligned to accommodate the information gathered for reporting against the specified indicators and not aligned to the National Health Information System of DoH to whom DCS Health Care Services must also report to. Paper based hand systems currently in use to make data available</p> <p>The Health Care Procedures had been approved during the last quarter of the previous financial year</p> <p>Printing, training and implementation were hampered due to inadequate resource planning</p> <p>Social Work Services: Finalised Alpha testing</p> <p>Spiritual Care data collection tool was reviewed, consulted and finalised for implementation. Total number of 51 officials, including Regional Heads Development and Care, Coordinators and Chaplains, were trained to implement the tool in regions</p> <p>HIV Data tool successfully piloted in six regions</p>	Inadequate resource planning for Social Work Services system development. HIV Regions experience challenges during piloting which ranged from inadequate resource planning to excel literacy
	D.R&M 2. Develop / procure new needs based care programmes in partnership with stakeholders	One new needs based care programme for: Spiritual Care and Social Work Services	<p>Programmes identified were finalised, with the sexual offender programme piloted in the regions; training on Substance Abuse and Anger Management programmes was conducted to 46 social workers; and the additional two programmes (Sisonke and Cool and Fit for Life) are almost finalised and to be submitted for approval</p> <p>The total of 146 correctional officials were trained on the Children's Act and Child Justice Act. 32 social workers trained on trauma counselling</p>	Inadequate human resource planning to finalise other programmes

INFORMATION ON PREDETERMINED OBJECTIVES

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
			<p>Spiritual Care: The new programme "Building Healthy Relationships" was developed</p> <p>61 Officials were trained for the implementation of Spiritual Care Pre-Release and Anger Management Programmes in 3 Regions</p> <p>The Spiritual Care 'Family Life Programme" was piloted in Boksburg and Zonderwater Management Areas</p>	
	<p>D.R&M 3. Enhance and review policies, procedures, standards and applicable legislation</p> <p>D.O 1. Compliance with policies, procedures, programmes, standards and applicable legislation</p>	Develop and evaluate policies, procedures, standards and applicable legislation	<p>Checklists developed and training on checklist on Social Work Services were conducted. Training on policies, policy procedures, and the Children's Act were conducted</p> <p>The Policy Guidelines in relation to different religious practices and Chaplains orientated on them</p> <p>Alignment of and training on DCS policies and policy procedures with policy developments from NDOH</p> <p>Policies and policy procedures on HIV and AIDS and CCBC reviewed</p> <p>Facilitated the placement of fifteen Community Service Pharmacists in various pharmacy facilities.</p> <p>Facilitated training of nineteen food service officials on Basic Food Service Management</p>	

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	D.R&M 4. Monitor and expand delivery against performance indicators and service delivery indicators	Monitor and report on offender enrolment and participation (including special categories of offenders) in Social Work, Psychological, Spiritual Care and HIV and AIDS and Health Care programmes and services versus targets set:	Conducted monitoring and evaluation visits in regions that provided support and guidance in complying with policies, procedures, regulations and legislation was provided to relevant officials at operational level for all relevant programmes and services	
	D.O 2. Provide primary health care services to all offenders, awaiting trial detainees and babies of incarcerated mothers	Psychological Services 10500 Offenders	Social Work Services: Annual Performance 158 116 interviews were conducted with offenders in the regions for 2010/2011 33 813 group work sessions were held on the regions for the financial year 2010/2011	
	DO 4. Provide Social Work, Psychological and Spiritual Care needs based programmes and services	Social Work Services 109 000 Sessions Spiritual Care 185000 Sessions	134 358 offenders participated in social work programmes for the year 2010/2011 198 859 Spiritual Care sessions were held: 54 003 Church/ faith services 51 266 groups sessions and 93 590 individual pastoral sessions	
	D.O 6. Provide comprehensive HIV and AIDS programmes and services to all offenders	Health Care 100% HIV and AIDS 100% Primary health care services (including government priority health programmes) provided at all correctional health facilities Social Work, Psychological and Spiritual Care needs based programmes and services implemented	Total number of awareness sessions conducted - 6 422 Total number of condoms distributed - 1 331 214 Number attended awareness Sessions - 157 504 Completed assessment forms received from all regions. Memo on route for appointment of task team to finalize KAPB tool	

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
		Impact measurement instrument implemented in two Management Areas per Region KAPB tool implemented in 60% of management areas HIV and AIDS programmes and services implemented in all Centres		

Care Operations Strategy				
Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
D. To ensure the personal well-being of incarcerated persons by providing various needs-based services	D.O 3. Improve cooperation with Provincial Departments of Health	Establish and improve SLAs on Health Care Services provision	SLA implemented in all management areas in the Western Cape Region. Meetings, training and support have strengthened the relationship with the Department of Health and the National Health Laboratory. In the LMN Region no new MoUs were signed but MoUs on area level were maintained Contracts of all Medical Officers were renewed by Dept of Health In the Gauteng Region 18 MoUs signed at Management Areas with stakeholders	Delay in the finalisation of renewing the SLA caused by restructuring in Dept of Health and Social Development in Gauteng Due to administrative challenges in the Regional Department of Health, the Free State and Northern Cape Region did not manage to finalize the Memorandum of Understanding

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	D.O 5. Improve stake holder involvement in the delivery of Social Work, Psychological, Spiritual Care, Health Care and HIV and AIDS needs based programmes and services	Partnerships with community members and other role players and stakeholders in the delivery of Social Work, Psychological, Spiritual Care, Health Care and HIV and AIDS needs based programmes and services established and formalised	Partnerships with relevant stakeholders in the delivery of Social Work, Psychological, Spiritual Care, Health Care and HIV and AIDS services have been strengthened by Care personnel and that lead to improved service delivery by stakeholders and training of personnel on relevant courses. Through this involvement, there was an improvement in the offender participation in Care programmes presented by external service providers	

Programme E: Development

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

Service Delivery Objectives and Indicators

NOTE: In these tables, we have combined indicators, regulatory and monitoring strategies and operations strategies into one row where they relate to a single responsibility to avoid duplicate reporting, which can be confusing. Where this has been done it is clearly indicated in the Strategy/Indicator column.

NOTE: Where the format of the target in the Strategic Plan is not aligned to the format of the Performance Indicator in the Strategic Plan, the department has reported both in the format of the Strategic Plan target and in the format of the Performance Indicator. This is also to ensure alignment between Strategic Plan and Annual Report.

Programme: Development				
Strategic Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
E. To provide needs-based educational, skills and other development-related programmes, to facilitate the reintegration of offenders into communities	Number of offenders participating in literacy programmes against those identified to participate as per their Sentence Plans	5 028/6 811	4 389 /6 811=64.4%	The effectiveness of the programme was such that more inmates became more literate hence the reduction in need for participation
	Percentage of offenders who have registered for ABET programmes versus the total offenders eligible for ABET	10 721/17 273	12 051/17 273=69.8%	More offenders have participated due to vigorous marketing of the programme to them
	Percentage of offenders in FET Programmes calculated against the total offender population eligible for FET	3 583/40 370	4 844/40 370=12%	More learners have registered for the Nated 550 (old Grade 12 Curriculum)

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	<p>Percentage of offenders participating in skills development programmes vs. the total of-fender population who are eligible for skills development programmes in terms of their sentence plans</p> <p>E.O 4 Provision of skills development programmes and enhancement of employability</p>	<p>48 186 (annual)</p> <p>Participation in skills development programmes enhanced</p>	<p>The overall participation of offenders in various skills development programmes is $5\ 036 / 35\ 571 = 14.16\%$ and the participation of offenders in the Skills Development FET College programmes is $3\ 267 / 19\ 616 = 16.65\%$</p> <p>The Skills Development Directorate in partnership with Formal Education Directorate facilitated the training of 100 offenders on the Microsoft Programme by Microsoft South Africa and Penduka Training Providers at New Kimberley Correctional Centre</p> <p>The Skills Development Directorate in partnership with Formal Education Directorate conducted training of 250 offenders on ICDL at Barberton, Leeuwkop, Modderbee and Durban-Westville Female Correctional Centres sponsored by the Department of Communication</p>	<p>Skills Development statistics have dropped significantly due to the manner in which the statistical information was accounted for. The calculation of the Skills Development Statistics will henceforth be calculated on average and not cumulatively as it was done previously. The cumulative way of calculating the skills development statistics did not provide a clear picture because an offender participating in the same programme was calculated more than once. The average calculation of the skills development statistics will be in place until the Skills Development LAN System is fully utilized by the regions</p> <p>The annual target comprises of both Skills Development FET College programmes as well as Vocational and Basic Occupational Skills Programmes</p>

INFORMATION ON PREDETERMINED OBJECTIVES

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	<p>Percentage of offenders involved in sports, recreation, arts and culture programmes calculated against the total offender population per year</p> <p>E.O 3 Enhance participation of offenders in sport, recreation, arts and culture programmes and services, prioritizing youth and children</p>	<p>77% (125 911/163 427)</p> <p>Participation in Sport, recreation, arts and culture programmes and services enhanced</p>	<p>77.4%(126 416/163 427) offenders participated: 38 003 in sport 54 240 in recreation 5 294 in arts 11 540 in culture 17 339 in library</p>	
	<p>Percentage of offenders participating in production workshop and agriculture programmes vs. the total offender population who are eligible for such programmes in terms of their sentence plans</p>	<p>Monitor the increase of offender participation in production workshops and agriculture (at least 25% of the 2005 baseline Agriculture is 2 471 and production workshops 2 741 offenders)</p> <p>Skills utilisation and employability opportunities of offenders improved by 25% of the 2005 baseline in Agriculture and Production workshops</p> <p>Actions contained in Master Plans for Production Workshops and Agriculture implemented Farm plans and the production workshop schedules implemented</p>	<p>2 906 offenders on average worked on the different correctional centre farms against the objective of a 25% increase on the 2005 baseline of 2 471 offenders, which amounts to 3 089 offenders</p> <p>This is an increase of 16,67% on the 2005 baseline</p> <p>This is 3,73% of the sentenced minimum and medium offender population</p> <p>On average 1 693 offenders daily work in the relevant production workshops against a target to increase these offenders by 25% of the May 2005 Baseline of 2 741 offenders. This was not attained</p> <p>Only 61,7% (1 691/2 741) of the May 2005 Baseline was attained</p> <p>This is 2,17 % of the sentenced minimum and medium offender population</p> <p>A total of 30 offenders in Eastern Cape have undergone training in the following programmes: Piggery, Plant Production and Broiler Making by an external training provider (Uluntu Training)</p>	<p>This objective was not attained due to the negative impact of the implementation of 2 x 12 hour shift system on available security guards, especially in agriculture. The offenders allocated to agriculture need to be escorted by guards and if guards are not available the offenders are not working</p> <p>The target was not attained due to 118 vacant artisan posts. Each artisan is supervising eight offenders, therefore if the vacancies were filled, the number of offenders working at production workshops could have increased with 944 offenders</p>

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
				General feedback from the regions was that the implementation of both these Master Plans were severely influenced by inadequate resource planning during the first six months of the financial year
Development Regulatory & Monitoring Strategy				
E. To provide needs-based educational, skills and other development-related programmes, to facilitate the reintegration of offenders into communities	E.R&M 1 Ensure centralized data base & information system for monitoring of performance information on relevant output and outcome indicators within Personal Development	Develop Data bases reflecting Management Information on: Formal education; Skills development; Production workshop and Agriculture; Sport, Recreation, Arts and Culture	<p>The inclusion of Output & Outcome Indicators for Production workshops on the MIS were finalized</p> <p>Amendments to the Production Workshops Costing Systems were identified, work shopped within the directorate and submitted to the Director Systems Development</p> <p>Developed data elements for Formal Education and submitted to MIS</p> <p>Database of Skills Development Data Capturers for the Skills Development LAN System was developed in order to monitor the implementation of the LAN System</p> <p>Developed a tool to Improve the reporting format from Centre level to Management Area level</p> <p>Outcome and output indicators are now being provided for on the MIS for both Production Workshops and Agriculture</p>	

INFORMATION ON PREDETERMINED OBJECTIVES

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	E.R&M 2. Establish Departmental poverty alleviation initiatives, and link with War on poverty	Departmental Poverty Alleviation initiatives developed in line with War on Poverty	<p>Poverty Alleviation Policy & Procedures review initiated</p> <p>Developed data base on Formal Education Poverty alleviation Projects</p> <p>Updated data base on external stakeholders participating in Offender SRAC Poverty Alleviation Projects</p>	
	<p>E.R&M 3. Enhance and review policies, procedures, standards and applicable legislation</p> <p>E.O 1. Compliance with policies, procedures, programmes, standards and applicable legislation</p>	<p>Develop and evaluate policies, procedures, standards and applicable legislation</p> <p>Personal Development policies, procedures, standards and applicable legislation implemented</p> <p>Report on offender enrolment and participation (including special categories of offenders) in Formal Education, Skills Development, SRAC, Production Workshops and Agriculture programmes versus targets set</p>	<p>Initiated the review of Formal Education Policy and Procedures on Compulsion of Education to children up the age of 15 and Youth up to the age of 25.</p> <p>Submitted inputs on education programmes for Children to the Remand Detention project as required in terms of the implementation of the Child Justice Act</p> <p>The Skills Development Cost and Price Tariff Structure Guidelines were developed and disseminated to the regions for implementation of the Cost and Price Tariff Structure</p> <p>Conducted capacity building sessions on the implementation of the Skills Development Cost and Price Tariff Structure</p> <p>The training of offenders on the implementation of the Skills Development Cost and Price Tariff Structure was embarked on</p> <p>The Cost and Price Policy for Production Workshops and Agriculture for the 2011/12 financial year was approved</p> <p>Training conducted for Section Heads Production Workshops and Agriculture respectively on the respective Procedure Manuals</p> <p>Service Level Standards of Sport Recreation Arts and Culture were reviewed and approved</p>	The reviewed Policy and Policy Procedures are not approved yet and hence they have not been disseminated to the Regions for implementation due the fact that there is an amendment that has to be made on the Act first

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	E.R&M 4. Monitor and expand delivery against performance indicators and service delivery targets	Monitor and report on offender enrolment and participation (including special categories of offenders) in Formal Education, Skills Development, SRAC, Production Workshops and Agriculture programmes versus targets set	<p>A consultation visit was conducted at Correctional Centres at Thohoyandou , Ekuseni and Kimberley New Correctional Centre to observe and provide guidance with regard to the provisioning of Formal Education programmes & services</p> <p>Conducted a visit to Usethubeni, Durban Westville Female & Medium B to monitor Examination and Computer Based Training centres in KZN region</p> <p>Consolidated a report on the visit at Usethubeni Youth Centre, Medium B and Durban Westville Female</p> <p>Monitored the implementation of e-literacy Project (ICDL) at Barberton, Leeuwkop, Modderbee, Durban and New Kimberley Management Areas. Conducted an audit of available resources including deficiencies in all Youth Centres in preparation for the establishment of full-time schools in DCS</p> <p>Launched Operation Funda Campaign at St Albans Correctional Centre aimed increasing participation of offenders in educational programmes</p> <p>Monitored the implementation of the Skills Development Master Plan. A total of 96 Skills Development Practitioners were capacitated on the approved Integrated Accreditation Plan which is intended at fast- tracking the accreditation process of offender training facilities and work place</p> <p>Procured Learner Teacher Support Material (LTSM) to value of R1 108 461 in order to support the regions in the implementation of the National Certificate (Vocational) NC(V)</p>	Inadequate resource planning in sourcing or building appropriate infrastructure for effective learning and teaching hampered performance

Development Operations Strategy				
Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	E.O 2. Enhance education levels of offenders prioritizing youth and children	<p>Enhance participation in Formal Education programmes and services</p> <p>Improve the success rate of learners in formal education programmes by 4% from baseline of 2009/10</p>	<p>Six Correctional Centres are registered with the Department of Basic Education and operating as Full time schools in DCS. During the 2010 Academic year matriculants in DCS achieved an overall pass rate of 73%</p> <p>Trained Regional Coordinators: Education and Training and three officials from Head Office as Career Counsellors in preparation for the establishment of Career Resource Centres</p>	<p>The exodus of educators in scarce skills that included Mathematics, Science, Accounting, Economic and Management Sciences was due to competitive remuneration offered by the Department of Basic Education</p> <p>The skills shortage impacts on the department's ability to diversify curriculum options for learners</p>
	E.O 5. Improve stake holder involvement in the delivery of Formal Education, Skills Development, SRAC, Production Workshops and Agriculture programmes and services	<p>Partnerships formalised with community members and other role players and stakeholders in the delivery of Formal Education, Skills Development, SRAC, Production Workshops and Agriculture programmes and services</p>	<p>Met with the Department of Higher Education to seek assistance with regard to Teacher Development and Teacher qualifications evaluation</p> <p>In partnership with the Department of Communication, 296 Youth offenders and 13 Educators were awarded Information Communication Technology (ICT) accredited certificates in International Computer Drivers Licence (ICDL) and Computer Technician (A+)</p> <p>Received a donation of Learner Teacher Support Material (LTSM) from Project Literacy</p> <p>Service Level Agreement for Artisan Development Project developed and signed between the Skills Development Directorate and the Service Provider for the training of 50 offenders as artisans in Electrical, Plumbing and Welding trades. The training of offenders on the Artisan Development Programme is funded by SASSETA at a cost of R1 636 000</p>	

Programme F: Social Reintegration

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

Service Delivery Objectives and Indicators

NOTE: In these tables, we have combined indicators, regulatory and monitoring strategies and operations strategies into one row where they relate to a single responsibility to avoid duplicate reporting, which can be confusing. Where this has been done it is clearly indicated in the Strategy/Indicator column.

NOTE: Where the format of the target in the Strategic Plan is not aligned to the format of the Performance Indicator in the Strategic Plan, the department has reported both in the format of the Strategic Plan target and in the format of the Performance Indicator. This is also to ensure alignment between Strategic Plan and Annual Report.

Programme: Social Reintegration				
Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
F. To provide needs-based programmes and services to offenders to facilitate their social acceptance and effective reintegration of offenders into their communities	Percentage of parole violations per 10 000 parolees	746 violations per 10 000 parolees Number of violations reduced by 2% from the average baseline of 10 565 (211)	A number of 3 050 violations per 10 000 parolees were registered against a target of 2 808 violations per 10 000 parolees	One of the contributing factors that the target could not be met, is the lack of orientation/training of community corrections officials on the correct interpretation of procedures on how to deal effectively with parole violators. It is anticipated that the set target will be met during the next financial year due to officials who were trained in the policy procedures during the 4th quarter of 2010/11
	Percentage of cases considered by the parole board versus the number of cases eligible for consideration	No target set: Parole Boards are dependent on Case Management Committees to submit reports to them. Parole Boards have no control over this indicator and can only report the status	94.77% Offenders (CSPB cases) eligible for parole: 11 108 Offenders considered by CSPB for parole: 8 756 Offenders awarded parole by CSPB: 5 313 Number of offenders who have not received a decision on parole consideration by CSPB within 2 months after recommendations have been submitted by CMC to CSPB: 202	

INFORMATION ON PREDETERMINED OBJECTIVES

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	Percentage of cases referred to the parole review board per 100 cases considered by the Parole Board	0.08%	0.11% CSPB disagreement with CMC: 940 Parole disagreement with CSPB: 6	
	Percentage of Remand Detainees under Community supervision versus the total remand detainee population with bail	20.90%	The number of remand detainees under community supervision decreased from 2 116 at the beginning of the financial year to the current 1 657	
	Percentage of probationers versus the total number of incarcerated offenders with sentences less than 24 months	Average baseline for 2009/10: 9 265 probationers versus 12 745 offenders with sentences < 24 months	The average number of probationers under community supervision increased from 9 265 to the current average of 9 370 versus an average number of 11 616 incarcerated offenders with sentences less than 24 months	The Judiciary still perceive imprisonment as the most appropriate sentencing and placement option. Marketing campaigns for the promotion of alternative non-custodial sentencing and placement options in Regions and Management areas is an ongoing process
	Number of Parole cases in which victims of crime make representation vs. the total number of Parole Cases	265	253	The difficulty is experienced in locating victims

Social Reintegration Regulatory & Monitoring Strategy				
Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
F. To provide needs-based programmes and services to offenders to facilitate their social acceptance and effective reintegration of offenders into their communities	F.R&M 1 Review the parole system F.O 1. Compliance with policies, procedures, standards and applicable legislation	Revised medical parole legislation and policy. Incarceration framework finalised. Work Study report on revised norms and case load for CSPBs Implement new medical release policy/procedures Implement incarceration framework	Included in Draft Bill which was approved by Parliament in 2011 The President still has to sign the proclamation Incarceration framework was cancelled	
	F.R&M 2 Ensure centralised data base & information system for monitoring of performance information on relevant output and outcome indicators in Social Reintegration i.e: offenders eligible for parole. offenders considered for parole offenders awarded parole CSPB disagreement with CMC Parole review board disagreement with CSPB	Databases on: offenders eligible for parole. offenders considered for parole offenders awarded parole offenders (on probation) sentenced to correctional supervision by the Court CSPB disagreement with CMC Parole review board disagreement with CSPB and High Profile cases	Final testing of the notification system took place in January 2011 in the Western Cape. Some minor amendments were required. The system will be operational in April 2011	
		Parole Review Board disagreement with CSPB Parole violations Community corrections service providers Reintegration programmes Analytical report	Parole Review Board disagreement with CSPB: 6 CSPB disagreement with CMC: 940	

INFORMATION ON PREDETERMINED OBJECTIVES

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	F.R&M 3. Monitor the implementation of systems and tools for community corrections	Provide training on admission risk classification tool for probationers and parolees at community corrections offices	Expenditure for training to date amounts to R293,888.00 An amount of R60,000.00 was transferred to Directorate Information Management to fund the computerisation of offices in the Eastern Cape region Alpha testing is underway	
Social Reintegration Operations Strategy				
	F.O 2. Reduce the backlog of cases of offenders who should have been considered for placement into the system of community corrections	Backlog of offenders eligible for consideration for parole who have not been considered by the HCC/ CSPB identified after 2 months since submission of profile report to CSPB;	Number of offenders who have not received a decision on parole consideration by HCC/ CSPB within 2 months after recommendations have been submitted by CMC to HCC: 29 - CSPB: 186	

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	F.O 3. Effective administration of Correctional Supervision and Parole systems	<p>Action plans implemented to reduce the backlog of cases which should have been considered for placement into the system of community corrections</p> <p>Report on: Number of offenders who have been considered by HCC/CSPB; Numbers of offenders who have completed the minimum detention period and whose recommendations have not been submitted to HCC/ CSPB for consideration; Number of offenders who have not received a decision on parole consideration by HCC/ CSPB within 2 months after recommendations have been submitted by CMC</p> <p>Number of cases where HCC/ CSPB decision differs from CMC recommendation</p>	<p>Offenders eligible for parole: HCC: 9 303 CSPB: 11 108 Total 20 411</p> <p>Offenders considered for parole: HCC: 8 874 CSPB: 8 756</p> <p>Offenders awarded parole: HCC: 4 665 CSPB: 5 313</p> <p>CSPB disagreement with CMC: HCC: 190 CSPB: 940</p> <p>Parole review board disagreement with CSPB: 6</p> <p>Number of offenders who have not received a decision on parole consideration by HCC/ CSPB within 2 months after recommendations have been submitted by CMC: HCC: 66 CSPB: 202</p>	

INFORMATION ON PREDETERMINED OBJECTIVES

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
		Numbers of cases where CSPB decision differs from CMC recommendation is less than 10% of cases submitted for consideration	10.74% (In 940 cases, the CSPB decisions differed from CMC recommendations out of 8 756 cases considered)	
		Numbers of cases referred for review where PRB reverses CSPB decision is less than 5 per region	0.04%	
		Increase the Number of cases where day parole is approved with 5% p.a	113 Cases against a baseline of 73 (based on last two quarters of previous financial year) approved by Parole Board 42 Cases against a baseline of 18 (based on the last two quarters of previous financial year) approved by Heads of Correctional Centres	

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	F.O 4. Improve stakeholder involvement in the delivery of programmes and services in community corrections for crime prevention, community profiling, liaison with community structures and the business sector	Interactions with stakeholders to finalise service level agreements (SLA's) with local government structures and other stakeholders	<p>Guideline on SLA presented to the workshop for Gauteng Region at Zonderwater (Several workshops are being planned for 2011/12 financial year to cover other regions)</p> <p>A steering committee was established to action and approved by CDC Corrections</p> <p>MOU was sent to legal Departments of both TUT and DCS.</p> <p>MOU has been entered into with the Department of Women, Children and People with disability and Human Settlement on a Struisbaai building project on poverty alleviation</p> <p>An evaluation report on the fire project was submitted for evaluation</p> <p>An orientation manual has been developed and sent to graphic designers for printing.</p> <p>A draft concept document on the role of traditional leaders was developed</p>	
	F.O 5. Implement DCS Victim support programme	Train officials on DCS Restorative Justice programme	Awareness orientation sessions on Restorative Justice and Victim Empowerment Programme took place in five regions. The sixth region will be attended to in the new financial year	

Programme G: Facilities

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

Service Delivery Objectives and Indicators

NOTE: In these tables, we have combined indicators, regulatory and monitoring strategies and operations strategies into one row where they relate to a single responsibility to avoid duplicate reporting, which can be confusing. Where this has been done it is clearly indicated in the Strategy/Indicator column.

NOTE: Where the format of the target in the Strategic Plan is not aligned to the format of the Performance Indicator in the Strategic Plan, the department has reported both in the format of the Strategic Plan target and in the format of the Performance Indicator. This is also to ensure alignment between Strategic Plan and Annual Report.

Programme: Facilities				
Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
G.1. Provide facilities to support the department in its core functions of security, corrections, development and care and social reintegration	Number of new bed spaces created through new, upgrading and replacement of correctional facilities	965 new bed spaces to be created (through the completion of Brandvlei, Vanrhynsdorp, Ceres Warm-bokkeveld construction projects)	0 new bed spaces created (construction project completion percentages: Brandvlei 98%; Vanrhynsdorp 74%; Ceres Warm-bokkeveld 63%)	<p>Projects have been delayed due to various factors as below:</p> <p>Brandvlei – underground water, burst dam wall and implementation of the prison management system</p> <p>Vanrhynsdorp – contractor claims for inclement weather, materials and labour shortages, compliance with heritage requirements and underground services</p> <p>Ceres Warm-bokkeveld poor workmanship by contractor that had to be demolished and rectified</p>

Facilities Regulatory & Monitoring Strategy				
Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
G.1. Provide facilities to support the department in its core functions of security, corrections, development and care and social reintegration	G.R&M 1. Increase bed space by building new, upgrading and replacement of facilities.	965	<p>Construction of upgrading of existing correctional centre project at Ceres (282 additional beds) - 63% complete</p> <p>Construction of upgrading of existing correctional centre project at Brandvlei (346 additional beds) - 98% complete</p> <p>Construction of replacement correctional centre at Vanrhynsdorp (328 additional beds) - 74% complete</p>	
	G.R&M 2. Increase bed space through Public Private Partnerships	0	Start Bid Specification amendment process	
	G.R&M 3. Ensure compliance with the new Government-wide Immovable Asset Management Act (GIAMA)	Condition assessments 20% of 241 facilities (2008-2012 cycle)	Preparing tender documents	
	G.R&M 4. Establish cost-effective optimum (maximum and minimum) size of Correctional Centres	Feasibility study on the minimum and maximum size of a cost-effective facility	Not achieved	Application for approval to engage consultants to conduct study not yet approved
	G.R&M 5. Co-ordination of the implementation of Video Remand	Resourcing of video remand in 22 facilities	Refurbishment carried out at 8 facilities but VPN lines not connected	Telkom was not available due to World Cup Commitments
	G.R&M 6. Establishment of Remand Detention Facilities	Analysis of upgrade report for 3 facilities and MTEF submission to National Treasury	Report approved and submitted to Chief Directorate Facilities to take over project	

INFORMATION ON PREDETERMINED OBJECTIVES

Measurable Objective	Measure/ Indicator	Actual Performance against Target		Reason for Variance
		Target	Actual	
	G.R&M 7. Manage relations with DPW	Develop own capacity for managing SLA	Draft SLA has been submitted for comment	All Regions, DPW and various units at Head Office contribute to development and it is not practical to allocate apportionment of salaries
			Severe capacity constraints such as 4 project managers to oversee over 300 projects; no staff to manage the lease portfolio; unresolved OSD dispute; DPW infrastructure project management processes and lengthy procurement processes contributed to lower performance than expected	

Project Management

1. Objectives

The objective of this section is to provide an analysis of the annual progress report on the Project Portfolio Management Strategy. This report is based on the Table (pp 76 – 83) that includes the detail of delivery of Programmes and Projects in DCS. It should be borne in mind that 2010/11 saw an evaluation of the project management approach of the Department by the National Commissioner and the initiation of a process of setting up a fully fledged and resourced Enterprise Project Management Office (EPMO). This evaluation process and the initiative to establish an EPMO resulted in delays in most project processes.

A template for reporting on projects published in the Department's strategic plan was developed and submitted to Branches for updating of the progress status of each project being executed. This analysis is based on the information provided and on the observations by Project Office when interacting with different stakeholders involved in managing some of these projects.

A series of meetings were convened with the Project Managers to ensure that identified challenges could be mitigated. It must also be emphasised that even after these meetings the level of compliance with the reporting circular has not been as desired. This can be in part due to the reliance on line functional managers and their administrative support to manage projects while continuing with the line functional responsibilities. The capacity constraints will be addressed through the Enterprise Project Management Office processes.

2. Analysis of the Project Portfolio Management strategy

2.1 Organizational Development strategy

Status: Red

During this reporting period, only Project Managers of Monitor, Evaluation and Reporting, Modernization of Facilities Fund, 7 Days Establishment and Development of Corrections Professional Body, project managers submitted complete reports. In some instances people have been shifted from projects and this has affected the reporting negatively.

This portfolio consists of three programmes (i.e. Capacity Building, Monitoring, Evaluation and Reporting and Organizational Culture) and a total of eighteen projects. Progress on 11 (60%) of these projects is reported to be unsatisfactory. The targets and milestones of these projects were not reached as these were not managed according to Project Management principles. Some of the projects are not visible within DCS, but the magnitude of the intended benefits and their implications is very huge for example Image Turn Around Strategy project (ITAC), which is a project that is supposed to market DCS image to the public in order to alter the negative perception that is currently ongoing. No tangible project progress can be reported at this stage as it stagnated at the planning phase. It suffices to say that the annual milestone for this project was not achieved.

Some projects have been suspended without following project management guidelines. Although a decision was taken to suspend these projects, close out reports were supposed to be completed and signed off by the relevant Executive Manager.

Generally this portfolio requires Executive Management support to ensure that projects deliver intended benefits, especially the ITAC project as indicated above. Most of the initiatives on this strategy are to support the Business of DCS and to ensure that systems are in place in terms of Corporate Performance and Management.

The 7 Days Establishment project has been completed and project manager was busy with the close-out report at the end of financial year. The project requires close monitoring with regard to the implementation of shift systems in various Centres. It must be noted that not all Centres implement the same shift system

2.2 Crime Prevention strategy

Status: Red

This strategy consists of three programmes (i.e. Remand Detention Management System, Rehabilitation, Safe, Secure and Humane Conditions of Incarceration) and fourteen projects. Some of the projects have been suspended indefinitely due to the feasibility of the planned milestones for the year, not being achieved, however no formal processes were followed to suspend these projects.

The ORP and Social Reintegration projects have been stopped and Project Office has completed the close-out reports and it is currently awaiting executive approval.

The MATD (Management of Awaiting Trial Detainee), and SASSENT (Safety and Security Enhancement) projects have progressed well; however some of the milestones planned for the year could not be reached as they are dependent on the DCS structural approval as this process is not completed. Training on security personnel and EST's has been delayed and this is affecting the operations at the Centre level. It has to be noted that this situation is affecting the security of the Centres negatively as untrained personnel are used for security and escorts of offenders.

The following milestones reached on the MATD can be noted:

- White Paper on Remand Detention has been approved by the Cabinet
- Draft framework for transport protocol and high risk detainees has been completed
- The Remand Detention Branch's structure has been approved by the Minister
- The major outputs of the project are being embedded into DCS

The Business Case for the Electronic Monitoring project which had been approved, and further information on the cost analysis and the implementation model has been presented to the Executive Management of DCS, resulting in a directive that the business case should be reviewed as part of the work of the EPMO.

2.3 Infrastructure Development strategy

Status: Yellow

The delivery on the acquisition of DCS Head Office is not satisfactory. A Consultant was appointed to do a feasibility study on space planning for the Head Office personnel, but the report was found to be of sub-standard. This project will be refocused through the EPMO work going forward.

The provision of additional bed space is continuing as progress on the upgrading projects and new centers is reported satisfactorily.

The following can be noted as satisfactory progress:

- Construction of upgrading of existing correctional centre project at Ceres (282 additional beds) - 63% complete
- Construction of upgrading of existing correctional centre project at Brandvlei (346 additional beds) - 98% complete
- Construction of replacement correctional centre at Vanrhynsdorp (328 additional beds) - 74% complete

2.4 Master Information System Plan (MISP)

Status: Red

This strategy consists of mainly IT projects that are supposed to be supporting the DCS Business. The Governance structures (Information System Board and MISP Steering Committee) are not functional. IT Programme Office is continuing to manage these projects without the support of Branches and this is detrimental to the success of the MISP. Minimal progress is registered in comparison to the planned annual milestone

Challenges on the MISP range from resourcing, contract management, project management and the unreliable IT infrastructure. The DCS IT infrastructure is not up to standard, hence some of the solutions emanating from project deliverables cannot be implemented.

One of the burning issues around IT projects is the manner in which contracts are managed. Contracts are being continuously extended and in most cases have huge financial implications, let alone the delivery of these solutions to the DCS at large.

The challenges associated with SITA procurement worsened the situation on these projects.

It is hoped that these challenges will be minimized due to the implementation of the Enterprise Project Management in DCS.

LEGEND		
COLOURS	MEANING	PERIOD
RED	PORTFOLIOS	
GREEN	PROGRAMMES	
GOLD	LONG TERM PROJECTS	5-15 YEARS DELIVERY
BROWN	MEDIUM TERM PROJECTS	3 TO 5 YEARS DELIVERY
BLUE	SHORT TERM PROJECTS	1 TO 3 YEARS DELIVERY

Department of Correctional Services			
Project Portfolio Management: Organisational Development Strategy			
Reporting Period: 01 April 2010- 31 March 2011			
Programme	Project Name	Milestone	Year To Date
Capacity building	7 Days establishment and job refinement	Implementation of work shift system	The shift implementation is taking place in Centres, however this is implemented differently from one Centre to the other. e.g Gauteng: 16 Correctional Centres are on 2 shift, 3 on 3 shift, 5 on 4 shift and 2 on a 5 shift system,
	Development of Corrections Professional Body	Development of a Business Case	Request has been made to the Office of the National Commissioner to approve outsourcing of the Business Case development
	Modernization of Facilities Fund	Transformation recommendations report approved by the Board of Trustees.	Members views on what they wish the Fund to do for them were captured, structure of the Fund, structural linkage with the Clubs was also reviewed. The governance of the Fund as well as composition of the Board of Trustees was reviewed. A draft final report on the transformation of Facilities Fund is issued.
	MER Regulatory Framework - Strategic documentation	Operationalise MER Policy	MER Policy has been developed and is being operationalised. The Change in the Strategic planning Framework has necessitated some changes in the policy and this is being reworked.

Programme	Project Name	Milestone	Year To Date
	Budget optimization programme	Approval of the Structure	The Budget Programme structure has been approved.
	Validation of data relative to indicators	Indicator definitions	The Technical Indicator data exercise has been completed and report submitted.
	Corporate Performance Management System	Approval of Governance documents	The proposed solution suspended, pending IT infrastructure readiness
	Management Information Centre	Established MIC	Virtual MIC is operational
	Change Management	Roll out Change Management strategy in DCS	Change Management is dependent on the Corporate Performance Management system, no progress to date as the CPMS solution has been suspended
	Legislation monitoring tool	Operationalise the tool	Training on the tool has been completed, the report has been submitted to the EMC for a decision on the embedding of the tool in DCS
	Image Turnaround Strategy	Implementation of a multi year Integrated marketing and communication strategy	A bid for funding to Treasury was submitted and no funds were approved for the project

Department of Correctional Services			
Project Portfolio Management: Crime Prevention Strategy			
Reporting Period: 01 April 2010 - 31 March 2011			
PROGRAMME	Project name	Milestone	Year to date
Rehabilitation	Offender Rehabilitation Path	Effective management and delivery of ORP Programmes	Project suspended, Close-out report completed
Management of Awaiting Trial and Detainee	Video Arraignment	Implementation of Video Remand in 7 facilities	13 Facilities have been completed and are ready for the implementation of the Video arraignment
	Development of a policy and Legislative Framework for ATD's	Policy Framework on MATD	The Bill is going through the legislative processes after completion during the year by the team. The draft White Paper has been completed and will be amended on approval of the Bill.
	Establishment of a branch for management of ATDs in DCS	Establishment of the Remand detention branch	The branch structure has been approved. The CDC post was advertised. The current MATD Team has been given the opportunity to fill some of the posts.
	Social Reintegration	Research outcomes and recommendations	Project suspended, Close-out report completed
	Electronic Monitoring	Functional Electronic Monitoring for probationers and parolees	Addendum to include the Remand Detainee on the Business Case has been finalised.
	Develop a Security Personnel skills development framework, consistent with South African Qualifications authority (SAQA) and other relevant legislation.	Approved security structure	Structure for Security staff developed and skills development framework approved
	Develop security strategies to increase the prevention of gangsters and rape within DCS facilities	Gang Management strategy	Gang Management strategy completed and is being operationalized

Programme	Project Name	Milestone	Year To Date
	Harness and ensure integration / interfacing and standardization of current security technologies with new security systems and technologies within a framework relevant to the DCS Technology Strategy	Audit of the security system	Audit of systems completed and Security Technology Architecture completed.

Department of Correctional Services			
Project Portfolio Management: Master Information Systems Plan			
Reporting Period: 01 April 2010- 30 March 2011			
Programme	Project Name	Milestone	Year to Date
ICT Governance	Development of ICT Governance Framework	Q2 - Define Information Security Management System framework Q2 - Finalize Business Continuity Plan Framework Q2 - Define ICT Performance Management Framework Q4 - Define ICT Governance Controls	The ICT Governance Position Paper was completed and is on route for approval. The ICT Governance Tactical Strategy was completed and is on route for approval. The development of 14 governance controls is in progress.
			These controls are aligned to Control Objectives for IT (COBIT), which is an internationally recognized standard for IT governance. This milestone is only due at the end of 2011/12 fin yr.
	IT Asset Audit	Q1 - Audit Report Q1 - Action Plan Q2 - Implement Action Plan Q3 - Updated Asset Register	The ICT asset audit at HO is complete. The audit in the regions is 5% complete. The unused ICT equipment still needs to be audited.

INFORMATION ON PREDETERMINED OBJECTIVES

Programme	Project Name	Milestone	Year to Date
IT Infrastructure	Basic Infrastructure	Q1 - Review Business Case, Project Charter and User Requirement Specification	Bids for funding for 2011/12 were submitted to the IJS and Treasury and funds were allocated to this project for 2011/12 The Business Case was reviewed and approved. The Project Charter was reviewed and sent on route for approval. The high level Project Plan was completed. All User Requirements Specifications (URS's) with the exception of the Local Area Network (LAN) URS are complete.
Telecommunication Services	Unified Communication (Telecommunications)	Q2 - Implement cost saving initiatives Q3 - Review and Approval of Telecommunications Strategy and Plan Q3 - Approved Telephone Management System (TMS) business case	800 identified ghost lines were suspended, resulting in a cost saving to the department.
	Virtual Private Network	Q1 - Project Charter Q1 - User Requirements Specification Q2 - Technical design specification Q2 - Request For Quotation Q3 - Business case	This is a sub-project of the Basic Infrastructure Project, therefore the Business Case and Project Charter form part of the Basic Infrastructure (BI) Business Case and Project Charter. The BI Business Case was approved and the Project Charter is on route for approval. The User Requirements Specification (URS) was completed and is on route for approval.

Programme	Project Name	Milestone	Year to Date
Remand Detainee and Offender Management System (RDOMS)	RDOMS Phase 1 Admission and Release (Core Functionality)	Q3 - Alpha Test 2 (User Acceptance Testing) Test Cases; User Manual; TRG Q4 - Alpha Test 3 (User Acceptance Testing) Test Cases Q4 - Alpha Test 4 (User Acceptance Testing) Test Cases; User Manual; TRG	System development and User Acceptance Testing of UAT 1 was completed. System development of UAT 2 was completed. Testing is in progress by DCS Business Analysts System development of UAT 3 is in progress
	Automated Personal Identification System (APIS) excluding Tracking	Q1 - Acquire biometric devices and cameras Q4 - Implementation to 30 centers	Phase 1: 30 Sites were implemented ahead of schedule. Equipment (cameras and biometrics) for 50 Community Corrections Centers has been ordered.
	RDOMS - Phase 4 (Basic Care)	Q4 - Beta Test Test Cases, User Manual, TRG	Funds were secured for training and the training was approved by HRD. The Electronic Tuberculosis Register (ETR) data was replicated successfully to the consolidated ETR database. Training of users in Gauteng is currently underway in the use of the ETR system.
	Video Remand Project	Q3 - Implement 21 sites Q4 - User training Q4 - Identification and refurbishment of additional 10 sites	Three sites are fully completed and operational. <u>Refurbishment:</u> 21 of the 22 sites have been refurbished. Mthatha still outstanding as original quote for refurbishment was too high and not accepted by the Department of Justice. This caused a delay. <u>IT Infrastructure:</u> Operational at 16 sites. <u>VPN's:</u> Installed at 16 sites.

Programme	Project Name	Milestone	Year to Date
Integrated Corporate Services system (ICSS)	Integrated Human Resource Management System (Phetogo) - HR	Q1 - Re-strategise the project	This initiative was moved to 2011/12 IT Operational Plan. The focus for 2011/12 will be to ensure IT Readiness for the transversal Integrated Financial Management System (IFMS)
Integrated legal System	Lesedi Phase 4 (Employee Relations)	Q3 - Addendum to existing Business Case Q4 - User Requirements Specification Q4 - Technical Design Specification, Prototype,	The Business Case and Strategy were completed and approved. The User Requirements Specification (URS) is complete and will be submitted to the Steering Committee for approval. Development of the Technical Design Specification (TDS) is in progress.
Collaboration Services Management System	Electronic Document and Records Management System (EDRMS)	Q4 - Developed solution Q4 - Alpha and Beta Testing Test Cases, User Manual, TRG Q4 - User Training Q4 - Deployment of the solution to pilot sites	The solution was successfully deployed at Head Office. User Acceptance Testing of the solution has commenced. An order has been placed for additional hardware for the pilot sites. Basic Computer Literacy training manuals were developed.
Solution 4 Strategic Planning and Corporate Performance Management System	Corporate Performance Management System	Q3 - User requirement specification Q4 - Technical Design Specification	The URS is complete and will be sent on route for approval. The roles of IT and business have been clearly defined. The technology solution has been agreed upon by the Project Sponsor. The Technical Design Specification (TDS) is completed and will be submitted for input in the next Steering Committee. Development placed on hold.

Programme	Project Name	Milestone	Year to Date
	Develop an Information System Architecture	Q1 - Business Case, As-Is, To-Be and Gap Analysis Q2 - Physical Model Definition and Implementation of defined views	Due to the cost cutting measures implemented during the 2010/11 financial year as well as the SITA moratorium on appointments, the Chief Architect who resigned could not be replaced. In an attempt to meet the required deliverables, IT management decided to continue with the project as far as possible, using existing resources who were prepared to put in extra time and a Business Case for Information Systems Architecture was developed. The Business Case is currently being circulated for inputs within IT. The remaining milestones were moved to the Operational Plan of 2011/12 because they can only be achieved once an Information Systems Architect has been appointed.
	Develop and implement an integrated technology strategy		Ideally, this task requires the expertise of an Information Systems Architect. However, in the absence of the Architect (reasons supplied above), existing resources were tasked to develop an Information Systems Integration Strategy. A draft Strategy was developed and is currently being circulated within IT for inputs and comments.

INFORMATION ON PREDETERMINED OBJECTIVES

Programme	Project Name	Milestone	Year to Date
	Develop and Open Source Software (OSS) Strategy	Q1 - Open Source Strategy for Information Systems	A draft Open Source Software Strategy was developed some time ago but still needs to be reviewed and approved. This will be one of the deliverables of the IT Architecture Project once an Information Systems Architect has been appointed (appointment due by end June 2011).
	Correctional Services Act Monitoring (CSAMS) Project	<p>Q3 - Beta Testing, Test Cases, User Manual, TRG</p> <p>Q3 - Stable System, Updated URS, TDS, TRG, User Manual</p> <p>Q3 - Operational System</p> <p>Q4 - Handover Certificate, SLA, Updated MISP</p>	<p>Testing was completed and the system is operational.</p> <p>The User Requirements Specification (URS), Technical Design Specification (TDS), Technical Reference Guide (TRG) and User Manual have been updated and are awaiting quality assurance and user sign-off.</p> <p>The system is operational.</p> <p>The Handover Certificate was completed and has been submitted for quality assurance after it will be submitted for sign-off.</p> <p>Development of the Service Level Agreement is in progress.</p>

Programme	Project Name	Milestone	Year to Date
	Technology roll-out to new sites - Western Cape	<p>Q2 - Site visits to three correctional centers</p> <p>Q2 - Sourcing of Funds for cabling and technology</p> <p>Q3 - Business Requirement Specification</p> <p>Q4 - Tender awarded</p> <p>Q4 - Cabling completed</p>	<p>Quotations were obtained and financial projections on the total ICT implementation cost were prepared and submitted to the Directorate Facilities.</p> <p>The User Requirements Specifications (URs) were completed and sent on route for approval, but only the Brandvlei URS was approved.</p> <p>A decision was taken by the GITO and the DC Facilities that the IT part of the project will not go out on tender - it will be given to the main contractor, Group 5, who will appoint sub-contractors listed on the SITA contract.</p> <p>The procurement process for the cabling for Brandvlei is in progress.</p>

INFORMATION ON PREDETERMINED OBJECTIVES

Programme	Project Name	Milestone	Year to Date
	Information Systems Security (ISS)	Q3 - Awarding the ISS Support and Maintenance Tender Q4 - Complete the replacement of faulty equipment Q4 - Review fire-walls policies	Issues that were delaying the awarding of the ISS licensing and support service contract were addressed with SITA. The first draft of a comprehensive Business Plan was completed. The User Requirements Specification (URS) was compiled. The Request For Quotation (RFQ) was compiled. This initiative was moved to the 2011/12 IT Operational Plan under Operations.
	Printing Project	Q3 - Review Strategy and obtain approval Q3 - Develop and approved business case	The Strategy was developed but has not yet been approved. It will be presented to IT management for inputs. The Business Case was developed and is currently being reviewed. A Bid for was submitted for funding in the 2011/12 financial year, but was not successful.

Service Delivery Improvement Plan

All departments are required to develop a Service Delivery Improvement (SDI) Plan. The following tables reflect the components of the SDI plan as well as progress made in the implementation of the plans.

Table 1.1 – Key services identified (provided and standards)

Main services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
Improvement of telephone etiquette at all service points	General public Service Providers Employees Families of inmates	General public Service Providers Employees Families of inmates	Switchboard open 24 hours; Trained switch board operators, especially in customer relations;	Correctional Centre switchboards are manned at all times Regional Office switchboards are operational during working hours only
			Information about DCS services played while holding the line; Dissatisfied caller's grievance would be responded to within a week; Centralised switchboard number advertised; DCS hot line numbers available; Updated website, Dept Investigation Unit telephone number available Toll free number available to report fraud & corruption	Some Frontline staff has been trained in telephone etiquette and customer relations protocols. The Department Investigation Unit contact number is available in all centres as well as on the inter and intranet The intranet and internet telephone list is updated on a regular basis Grievance registers are maintained and monitored by Heads Of Correctional Centres
	Families of offenders Legal representatives	Families of offenders Legal representatives	Suggestion boxes in visitor's area; Evaluation forms in visitor's area; A visitor's reception and waiting area Parking area for vehicles will be provided outside the security fence of each correctional centre Complaints and requests procedures are communicated to every offender on admission Orientation manual available to all admission sections	Suggestion boxes are available in the majority of the correctional centres. A suggestion boxes re-branding process have been initiated by the National Office. Customer satisfaction rating forms have been printed and distributed to all service points. Visitors' areas have been targeted. Visitors parking areas have been sign posted for easy identification Offenders are orientated on complaints procedures and privilege systems upon admission

Main services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
			<p>The Head of the Correctional Centre or his/her delegate and Independent Correctional Centre Visitor must monitor the complaints and request consistently</p> <p>Offenders to receive information and or pamphlet/ brochure on the privilege system in different languages</p> <p>Policy and procedures will be explained to the community members (family, friends, and employers) via a video/DVD in the waiting room</p> <p>Announcements on community radio stations and local newspapers during Corrections week.</p> <p>All front line staff wear name tags & corporate wear with right insignia</p> <p>Encourage families and friends of offenders through community structures to visit offenders</p> <p>Make contact details of Management Area, and National Contact Centre available for communities to log complaints and suggestions or solutions</p>	<p>There is ongoing interaction with visitors regarding policies and procedures</p> <p>Community radio stations are utilized to convey messages to specific target groups</p> <p>Frontline staff wear corporate wear and proper insignia at all times</p>
Manage the payment of bail & fines at Correctional Centres	Members of the public Next of Kin Offenders Inmates Employers	Members of the public Next of Kin Offenders Inmates Employers	Offenders will be informed about all services, including procedures for payment of bail and fines. Offender's family and employer(s) will be informed telephonically	Offenders are informed about procedures regarding payment of bail and fines upon admission Most offices are open between 08:00 – 16:00

Main services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
			<p>Integrated Justice System (IJS) partners fully informed regarding standard procedure</p> <p>Access during official working hours. Prior arrangement if arrival after the working hours</p> <p>Proper waiting area for members of the public, with information pamphlets</p> <p>Clear signage of reception areas</p> <p>All front line staff wear name tags & corporate wear with right insignia</p> <p>Intercom systems in all Remand Detention Facilities</p> <p>Prompt location of the accused – Admission & Release also with reference to remand detainees (bails & fines)</p> <p>Assistance to trace the whereabouts of a person to assist the family members or employer</p>	<p>During attendance at IJS meetings bail & fine processes are communicated</p> <p>Frontline staff wear corporate wear and proper insignia at all times</p>
<p>Access of service providers and other stakeholders into Correctional Centres</p>	<p>Service Providers Stakeholders</p>	<p>Service Providers Stakeholders</p>	<p>To be addressed in an appropriate vernacular</p> <p>Upon application for access proper orientation done</p> <p>All community members/organisations to be properly identified at all times. In Indemnity forms completed</p>	<p>Service Providers are all registered and quality assured</p> <p>Data base maintained of all service providers</p> <p>All service providers are orientated on protocol issues</p> <p>Identification cards issued to service providers</p>

Main services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
			<p>To be issued with a whistle to blow in case of emergency inside the centre</p> <p>Clear signage to the correctional centre and of reception areas</p> <p>Security officials/Unit staff assigned to escort and guard service providers</p>	<p>Searching of all service providers in appropriate search cubicles</p>
			<p>Transport to be available at all centres for movement from access gate to specific section</p> <p>Seamless transfer between Management Areas</p> <p>Searching cubicles to ensure privacy of searches</p> <p>Any materials or equipment being used will be x-rayed and approved by the Head of Correctional Centre</p> <p>Security classification of inmates is taken into consideration when service providers render services to groups of inmates</p> <p>Preparation of all visitors before the visit and debriefing after the visit if required</p>	<p>Transport available to ensure service providers arrive at specific section. Escorting of service providers</p> <p>Indemnity forms completed</p>

Table 1.2 – Consultation arrangements with customers

Type of arrangement	Actual Customers	Potential Customers	Actual achievements
Cluster Department meetings	Cluster Departments	Cluster departments	Regular attendance at all IJS / cluster meetings
Meetings/ orientation sessions with new admissions Community outreach programmes	Members of the public Next of Kin Offenders Inmates Employers	Members of the public Next of Kin Offenders Inmates Employers	Regular orientation sessions with all new admissions Orientation sessions with families of new admissions on protocol issues During community outreach programmes communities are informed of various correctional centre processes and the need for interaction from them
Meetings / orientation regarding privilege systems for visitation	Families of offenders Legal representatives Stakeholders	Families of offenders Legal representatives	Regular orientation sessions take place with families of offenders, legal representatives/ stakeholders regarding visitation processes and access

Table 1.3 – Service delivery access strategy

Access Strategy	Actual achievements
Visitors accessing correctional centres to visit family & friends	Sign boards for directions on premises and in correctional centre Escorting of visitors Providing DCS transport to transport visitors from entrance to Correctional centre unit Parking areas designated Fire arm safes available Searching cubicles to ensure privacy in searching Emergency contingency plan in place and members receive regular briefing sessions Bagless society compliance communicated Lock up facility for belongings Open / Family days
Stakeholders and service providers accessing correctional centres to deliver programmes and deliver goods & services	Registration of stakeholders & service providers, completion of indemnity forms Quality Assurance of service providers- register Identification cards for service providers Escorting of service providers in centres Provision of DCS transport to transport service providers from entrance to CC Parking areas designated Fire arm safe Searching cubicles to ensure privacy in searching

Access Strategy	Actual achievements
	Emergency contingency plan in place and members receive regular briefing sessions Bagless society compliance Lock up facility for belongings
Arrangements for payment of bail & fines	Promotion of bail & fine payments posted in RDF visiting areas for easy access to visitors Bail & fine registers implemented and monitored on a daily basis
Booking system for visitors	Some correctional centres have established call centres to manage booking of visits. This will be rolled out in the new financial year

Table 1.4 – Service information tool

Types of information tool	Actual achievements
DCS Service Delivery Charter	The Minister launched the DCS Service Delivery Charter in April 2010 The DCS Service Delivery Charter was printed and distributed in the DCS and is reflected prominently in all service delivery points A range of marketing material was developed and distributed to regions and service points The Charter reflects an executive summary of the Code of Conduct; Batho Pele Principles and the Service Delivery Improvement Plan
Centre Communication	Information on privilege system is communicated on a regular basis Orientation manuals utilised effectively Notice Boards are utilised to promote services Telephone calls to Next of Kin to assist with bail processes are offered
Service Delivery Improvement database	A central database was created on the Management Information Centre Portal, reflecting the SDIP quarterly reports per region

Table 1.5 – Complaints mechanism

Complaints Mechanism	Actual achievements
Complaints and requests procedures	Complaints registers available in all correctional centres & Monitored by Heads of Centres
DCS Hotline	A telephone number and email address is available where complaints can be lodged
Customer Satisfaction Rating tool	A customer satisfaction rating tool has been developed and launched on the internet and intranet during November 2010. The system is used by officials as well as stakeholders, relatives of offenders and avid web surfers A management reporting tool is being developed and will be fully functional in the new financial year



Part 3: Annual Financial Statements

3.1 Report of the Audit Committee

We are pleased to present our report for the financial year ended 31 March 2011

Audit Committee Members Attendance

The audit committee consists of the members listed hereunder and should meet 4 times per annum as per approved terms of reference. During the current year 5 meetings were held.

NAME & SURNAME	25 May 2010	27 Jul 2010	23 Nov 2010	21 Jan 2011 (Special Audit Committee Meeting)	29 Mar 2011
Mr R Theunissen (Acting Chairperson)	√	√	√	√	√
Mr C Motau	√	√	√	√	√
Mr K Buthelezi	√	√	√	√	√

Note:

Advocate Brenda Madumise was appointed chairperson of the audit committee with effect from 1 July 2011. Mr Lehlohonolo Majake was also appointed as a member with effect from 1 July 2011.

Audit Committee Responsibility

We report that we have adopted appropriate formal terms of reference in our charter in line with the requirements of Section 38(1) (a) of the Public Finance Management Act No.1 of 1999 and Treasury Regulation 3.1. We further report that we conducted our affairs in compliance with this charter.

The effectiveness of internal control

The system of internal control applied by the department over financial risk and risk management is effective, efficient and transparent.

In line with the PFMA and the King III Report on Corporate Governance guidelines, Internal Audit provides the Audit Committee and management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective action and suggested enhancements to the controls and processes. From the various reports of Internal Auditors, the Audit report on the Annual financial Statements and the management report of the Auditor- General South Africa, we can conclude that the existing control environment requires improvement in order to provide a reasonable assurance that the organisation's goals and objectives are being achieved. There are areas that have been highlighted in the reports of the Internal Auditors and the Auditor- General where the internal controls systems require corrective action. The Audit committee will monitor management's progress in resolving these matters on a regular basis, in terms of the Audit committee Charter.

The quality of in year management and quarterly reports submitted in terms of the PFMA.

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

Evaluation of Financial Statements

We have:

- Reviewed and discussed the audited annual financial statements to be included in the annual report, with the Auditor - General South Africa and the Accounting officer.
- Reviewed the Auditor - General South Africa's management report and management's responses thereto;
- Reviewed changes in accounting policies and practices
- Reviewed the department's compliance with legal and regulatory provisions
- Reviewed significant adjustments resulting from the audit

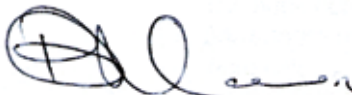
We concur with and accept the Auditor - General of South Africa's report on the annual financial statements, and are of the opinion that the audited annual financial statements should be accepted read together with the report of the Auditor - General South Africa.

Internal Audit

The Audit Committee considers the internal audit function to be under-resourced and internal audit cannot operate optimally, given its current resources and budget, in order to address the risks pertinent to the Department in its audit.

Auditor-General South Africa

The Audit Committee has met with the Auditor-General South Africa to ensure that there are no unresolved issues.



Chairperson of the Audit Committee

Date: 23 August 2011

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

1. General review of the state of financial affairs

1.1 Important policy decisions and strategic issues facing the department

The effective management of remand detainees, the strengthening of the parole system and the challenges emanating from the medical parole policy have lead to important policy decisions. In these areas, as stated in section under Key Policy Developments, the department has made notable progress.

The proposed Remand Detention branch will ameliorate difficulties associated with this population such as security, human resources and overcrowding.

The decision to establish an Enterprise Project Management Office (EPMO) in order to put project management and the transformation of the Department onto a new footing has resulted in delays in the delivery of a number of projects within DCS. However the establishment of the EPMO and the establishment of a more appropriate GITO capacity in DCS will enable effective delivery on projects going forward.

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

This financial year was eventful both externally and internally. A key significant event was the implementation of the government wide Outcomes Based Planning and introduction of the Planning and Reporting Framework. This has resulted in DCS contributing to delivery on Outcomes 3, 1, 2 & 12 of the government's framework for improved service delivery. The signing of the Minister's Performance Agreement has aligned DCS strategic plan to the delivery on outcome 3 and improved the alignment between departments within the criminal justice system.

In relation to reporting, the frameworks lead to the revision of Chapter 5 of Treasury Regulations. The framework necessitated that changes are made in the planning approach and in reporting. The revisions included changes to reporting timelines and the agencies that departments are required to report to. This has focused the attention of DCS management on the challenges of measuring performance within our environment.

1.3 Comment on major projects undertaken or completed during the year

The major project that has delivered in 2010/11 is the Management of Awaiting Trial Detention project, initiated as a cluster project led by DCS in 2006/7. This has resulted in legislative amendments, the development of a White Paper on Remand Detention and the approval to establish a Remand Detention branch in DCS to manage remand detention as a separate function from the functions of corrections and social reintegration. The Department is in the process of embedding the outputs of the remand detention project in relation to structure, budget programme as from 2012/13, policy and in technology such as video remand systems and AFIS, and going forward electronic monitoring for persons on remand.

1.4 Spending trends

Of the final appropriation of R15,427 billion, R14,699 billion was spent which amounts to 95.3% of final appropriation resulting in an under expenditure of R728,622 million (4.7%). The main reasons for under expenditure are as follows:

Compensation of Employees

The primary reason for under spending is related to vacancies, which clearly hampers effective service delivery.

Department of Correctional Services - Vote 20
Report of the Accounting Officer
for the year ended 31 March 2011

In terms of reducing the under expenditure on the compensation budget the department has embarked on advertising its vacancies since July 2010. To date a total of 1 613 posts have been advertised. A revised strategy still needs to be developed to reduce the period it takes to fill a vacancy in the department and create a retention environment that will discourage officials from leaving the organisation.

Goods and Services

As indicated earlier in the overview section, the under spending occurred predominantly within Information Technology. The main reason for under spending was due to SITA Service Level Agreements (SLAs) which were signed very late in the 2010/11 financial year.

Impact on Service Delivery

- Delayed development of solutions
- Compromised reputation of the department with the Service Providers

Measures to be adopted

- SLAs will be signed as early as possible to allow invoicing and payment processes to run effectively
- Alignment of the procurement processes which are underway will also assist in resolving the challenges

Land and Buildings

The Capital Works projects which led to under spending are tabulated hereunder with their respective impacts and measures taken:

PROJECT	REASON FOR FUNDS NOT SPENT IN 2010/11	IMPACT: OUT-STANDING WORKS	ACTIONS TAKEN OR PLANNED TO AVOID RECURRENCE IN 2011/12
Ceres Warm-bokkeveld up-grade	Slow progress and poor workmanship by DPW contractor	Completion of Phase I replacement buildings and Phase II renovation of existing buildings. Projected completion date December 2011	Project is monitored by DPW consultant Project Manager to ensure that progress is according to programme. Penalties are being imposed on the contractor per day for delays caused by him in order to expedite the remaining works
Vanrhynsdorp upgrade	Slow progress and poor workmanship by DPW contractor	The project is 74% completed and projected completion date is December 2011	Project is monitored by DPW consultant Project Manager to ensure that progress is according to programme Penalties are being imposed on the contractor per day for delays caused by him in order to expedite the remaining works
Tzaneen Upgrade	Slow progress by DPW contractor, shortage of material (window frames) and inclement weather	The project is approximately 25% complete and projected completion date is April 2013	Monthly monitoring by DCS Project Manager and SMS to ensure that progress is according to programme

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PROJECT	REASON FOR FUNDS NOT SPENT IN 2010/11	IMPACT: OUTSTANDING WORKS	ACTIONS TAKEN OR PLANNED TO AVOID RECURRENCE IN 2011/12
IT infrastructure at Brandvlei, Vanrhynsdorp and Ceres Warm-bokkeveld	Due to slow progress on the projects. IT infrastructure can only be finalized after construction is completed	The IT installation at Brandvlei will be executed by the main contractor in order to expedite the project. The installations at Ceres and Vanrhynsdorp will be executed by independent contractors once the main contractor has moved off the site	Brandvlei – main contractor has been engaged to execute to ensure no delays Ceres and Vanrhynsdorp – DCS IT unit has been engaged from project inception to ensure that all information is readily available when required by contractors
Kitchen, boiler replacements and incinerators	Slow procurement process of contractors	The execution of the installations remain	DCS is currently engaging with IDT to execute the projects, using a simpler procurement route will ensure that funds are spent
Losperfontein staff housing	DPW contractor was removed from the site due to non-performance. A lengthy process of replacement ensued	Rectification of sub-standard work by previous contractor, completion of staff housing and hall	Regular monthly site inspections to ensure that the contractor's progress on site is as required
Polokwane site acquisition	There was a more than six month delay in the approval of the site valuation by the Land Affairs Board	All processes have been completed by DPW – only payment to the vendor is outstanding	Follow up with DPW to ensure that they claim the purchase amount by July 2011
Standby generators	DPW consultants did not complete the audit of the facilities	Audits are completed and only installation remains	DCS is currently engaging with IDT to execute the projects, using a simpler procurement route will ensure that funds are spent
C-Max upgrade	Delay by DPW tender process	Contract has been awarded; site handed over to the contractor in May 2011	A dedicated Project Manager has been appointed by DPW to monitor project progress. Regular monthly site inspections by DCS Project Manager and SMS to ensure that the contractor's progress on site is as required

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Delays on new, replacement and upgrade projects impacts negatively on decrease of overcrowding which in turn impacts on the overall service delivery of the department. Dedicated consultant project managers have been appointed to increase project management of major projects to ensure improved delivery.

The lack of standby generators increases the risks of correctional centres being without power for periods, which increases the security risk at centres. Closer monitoring by senior management and alternative service providers are being considered to accelerate the outstanding implementation.

1.5 Virement:

Administration:

The net increase is mostly due to funds which were shifted to this programme from all other programmes to fund Machinery and Equipment for the purchase of vehicles as well as to fund Goods and Services which was related to claims received from the National Department of Public Works that were more than the earmarked funding allocated to the Department for municipal services and leases. The shortfall was due to higher than normal increases of municipal services especially electricity tariffs that were increased by 25%.

Security:

The net decrease is mostly due to funds which were shifted from savings under Compensation of Employees to fund the Vehicles and Other Transport under Programme Administration.

Corrections:

The net decrease is mostly due to funds which were shifted from savings under Compensation of Employees and Goods and Services which arose due to the delays in finalisation of courses to fund the Vehicles and Other Transport under Programme Administration.

Care:

The net decrease is mostly due to funds which were shifted from savings under Compensation of Employees to fund the Vehicles and Other Transport under Programme Administration.

Development:

The net decrease is mostly due to funds which were shifted from savings under Good and Services resulting from lower than anticipated expenditure for material and supplies under Processable material, Production Workshops and Animal Production to fund the Vehicles and Other Transport under Programme Administration.

Social Reintegration:

The net decrease is mostly due to funds which were shifted from savings under Compensation of Employees and Goods and Services which arose due to a surplus under government transport to fund the Vehicles and Other Transport under Programme Administration.

Facilities:

The net decrease is mainly due to funds shifted from this programme due to savings under Goods and Services to fund shortfalls under Programme Administration which were related to claims received from the National Department of Public Works that were more than the earmarked funding allocated to the Department for municipal services and leases.

1.6 Any other material matter

The Department incurred fruitless and wasteful expenditure to the total value of R93 000.00. The cases are pending investigation. The Department still reflects in the 2010/11 financial statements the unauthorised expenditure incurred during 2008/09 financial year which resulted from the implementation of the Public Service Coordinating Bargaining Council Resolution number 1 of 2007 which stipulated that overtime should not be compensated by time-off in lieu of payment.

2. Service rendered by the department

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

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

The year under review has seen the lifting up of remand detention as a distinct service delivery area, with the following services being provided by the Department to remand detainees going forward:

- Provision of appropriate levels of safety and security from abuse by state functionaries and by other detainees,
- Provision of clothing which should be distinct to that provided to sentenced inmates,
- Provision of recreation including the ability to exercise, and
- Other services which will be accessible to Remand Detainees are social work services, psychological services and faith based care. These will go hand in hand with visits by family members, next of kin and friends in accordance with provisions of the relevant regulations.

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3. Tariff policy

All the tariffs are calculated according to the applicable inflation rate for the reporting period, and in each case, different role-players are consulted to provide their inputs. The only changes in 2010/11 financial year were due to inflation adjustment and were accordingly approved by the Accounting Officer. In the event of necessary changes in the tariff structure this information is submitted to National Treasury for approval, after which the approved tariffs are implemented.

4. Free Services

The total expenditure for Free Services amounted to R25,763 million (R43,888 million). This consist of Compensation of Employees of R24,276 million (R42,963 million) for 129 (243) officials working directly with Clubs and Messes and R1,094 million (R924,229) for 3 (3) officials in the Head Office Biokinetics Centre.

5. Inventories

Inventories on hand at financial year end 31 March 2011.
(Average prices are used to calculate totals)

Categories	R'000
Computer Equipment	297
Furniture & Office equipment	2,688
Other machinery & Office equipment	470
Biological Assets	26,593
Computer Software	2
Other intangibles	1,320
Goods & Services	580
Special clothing & uniform	229,072
Other Inventory	115,309
Domestic consumables	37,628
Agricultural	16,295
Learn & teach support material	8
Food and food supplies	48,904
Fuel oil & gas	2,201
Other consumables	9,672
Parts & other maintenance material	22,854
Sports and recreation	483
Stationery and printing	36,370
Veterinary Supplies	4
Restoration and fittings	1,433
Medical Supplies	31
Weapons and armaments	6,788
Service and hire	6
TOTAL	559,008

The Department does not have medical stores but keeps an open stock of pharmaceutical and medical supplies in the pharmacies. Inventories on hand at the end of the financial year was R19,396,730.49

6. Capacity constraints

Constitutional incarceration and correcting offending behaviour comes at a price. This is evident in the manifestation of the labour intensive post establishment of the department of Correctional Services and the focus on infrastructure and technology to enable core business units to drive service delivery on the legal mandate of the department. It therefore stands to reason that the key cost drivers in this context are the management of correctional centres and inmates, personnel, infrastructure, immovable assets and technology.

The current staffing capacity and the level of overcrowding pose several challenges and risks for the department. These include:

- Compliance with safe, secure and human conditions for those in custody
- Delivery of programmes relating to correcting of offending behaviour and development of offenders
- Optimal utilization of personnel and facilities

The human resource provisioning, management and development remains a critical enabler in the delivery of services. The inadequate staffing levels for the implementation of the shift system and the migration of officials to centre based positions have had a negative impact on the operations within the department. In particular, there has been a notable impact on provision of programmes to offenders and on security. The shortage of personnel has meant that in various places officials are overstretched and this has led to a number of unintended consequences, in particular an increase in absenteeism. Paramount to these is the filling of vacancies. Since July 2010, the department has embarked on a recruitment drive to fill the funded vacancies. In addition to this initiative, DCS has employed 496 interns and recruited 1 014 learners who have been in training at DCS Colleges. At the same time 1014 candidates were put on learnership training in Zonderwater and Kroonstad training colleges to obtain a Further Education and Training (FET) Certificate in Corrections that will equip them to enhance service delivery in their respective areas of work.

On 5 March 2011 the Minister of Correctional Services approved the following organisational structures:

- GITO post elevated to the level of Deputy Director-General
- Legal Services elevated to the level of a Chief Directorate
- the components Internal Control and Compliance as well as Facilities Planning and Property Management added to the Branch Finance, at Chief Directorate level
- Chief Audit Executive at level of Chief Directorate to head Internal Audit and Risk Management processes
- the position of Chief Security Officer at the level of Deputy Commissioner and
- Employee Relations elevated to the level of Chief Directorate.

The restructuring of GITO is designed to make the department function effectively and efficiently and use technology to improve systems, resourcing and optimum utilisation of information. This initiative has initiated an IT turnaround strategy aimed to equip the Department with the necessary ICT capacity for improved governance, performance measurement and service delivery.

Branch Central Services was disbanded as a Branch, and the chief directorates moved to the office of the National Commissioner and Operations and Management Support as an

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interim measure, while the structure is being finalised. This has not resulted in a discontinuation of the services and functions performed by these components.

Significant changes took place within the Senior Management echelon. The National Commissioner and the Chief Financial Officer were appointed on 15 May 2010. A number of senior managers and other officials were suspended including the Chief Deputy Commissioner: Corporate Services, Deputy Commissioner: GITO and the Director Internal Audit. The Deputy Commissioner: GITO later resigned with effect from 30 November 2010. The former Regional Commissioner LMN resigned from the department on 29 October 2010 in the face of his disciplinary hearing. The following officials also resigned from the department during the reporting period: Chief Deputy Commissioner: Corrections on 31 July 2010, Deputy Commissioner: Human Resource Development on 31 October 2010 and Director Inspectorate on 30 November 2010. The case against former Regional Commissioner for Gauteng was finalised, and she was dismissed on 3 November 2010.

To mitigate against the impact of these events the department has initiated several measures, transfers being among some of them. The following transfers took place:

- Former Regional Commissioner of the Free State/Northern Cape to head the Corrections Branch
- Former Regional Commissioner of the Eastern Cape to head Development and Care Branch
- Former Chief Deputy Commissioner Development and Care to take care of ACSA and SADC matters
- Former DC HRM to take responsibility for HR Development functions.

These developments meant that a number of people were appointed in acting positions. The affected areas were Free State/Northern Cape, Eastern Cape, LMN, Gauteng regions and at national office Branch Corporate Services, Human Resource Management, GITO, Internal Audit and the Inspectorate.

The department advertised the posts of the Regional Commissioners which will be filled in the beginning of 2011/12 financial year.

7. Utilisation of donor funds

Open Society Foundation for South Africa

The Open Society Foundation for South Africa (OSF-SA) made a commitment to support the institutionalisation process of the monitoring tool of the Correctional Services Act to the amount of R296,000.00. The money was not transferred to the DCS instead payments were managed by the OSF-SA. The following were some of the activities that the funds were utilised for: travel, accommodation and meals of regional research assistants that was held in Pretoria, Nelspruit and Pretoria and the services of the research consultant.

PEPFAR Fund

An amount of R13 212 000 was allocated to the Department of which 15% was spent. Planned activities for the utilisation of the funds included:

- Appointment of communicable disease coordinators
- Training of Health Care Professionals and HIV and AIDS Coordinators in TB and HIV management
- Conducting a TB, HIV and AIDS review
- Refurbishment of wellness sites
- Procurement of IEC materials in the regions and national office
- Conducting work sessions

Most of the activities could not be conducted due to the lengthy process of accessing donor funds from the Donor and National Treasury with the result that the department only managed to access the funds in June 2010. It therefore became impossible to implement some of the planned activities within the time that was left. The balance will be rolled over to the 2011/12 financial year and will be utilized for the abovementioned National and Regional activities.

8. Trading entities and public entities

There are no trading and public entities related to DCS.

9. Organisations to whom transfer payments have been made

In accordance with the Skills Development Act, 97 of 1998, R10,142 million (R0) was transferred to SASSETA during the year under review. It should be noted that R4,5 million of the R10,142 million was for the 2009/10 financial year.

10. Public private partnerships (PPP)

The Department is operating two existing facilities under Asset Procurement and Operating Partnership Systems (APOPS). Private companies on behalf of the Department operate the two facilities, Mangaung Correctional Centre in Bloemfontein and Kutama-Sinthumule Correctional Centre in Makhado. These are referred to in the Correctional Services Act as Joint Venture Prisons, and their establishment preceded the finalisation of the National Treasury framework for management of Public Private Partnerships.

The Joint Venture Prisons were designed to assist government in the provision of correctional facilities and in the case of DCS; the aim was that the risk and provision of offender places (beds) for inmates are transferred to the private sector, while the Department monitors contractual obligations.

The Department appoints Controllers who are based at the two facilities, whose main function is to monitor contract compliance on a daily basis and report to Head Office. The Department's Contract Management Directorate manages the contracts and acts as an oversight body. In addition, inspections are conducted by the Inspectorate to ensure contractual obligations and monitor the work of the Controllers.

Mangaung Correctional Centre and Kutama-Sinthumule Correctional Centre were in their 10th and 9th year of operations respectively in the year under review. Mangaung Correctional Centre makes provision for 2 928 prisoner places and Kutama-Sinthumule Correctional Centre 3 024 prisoner places. Both facilities were utilised to full capacity for the period 1 April 2010 to 31 March 2011.

The Department paid, on a monthly basis, a daily contract fee per available inmate places to the private companies to operate the two Correctional Centres. For the financial year 2010/2011, the total cost incurred by the Department amounted to R771,205 million as compared to R728,610 million for the 2009/2010 financial year.

No new PPP's entered into. The RFP (Request for Proposals) for four (4) new PPP Prisons were received at DCS head office during November 2009 and still need to be evaluated.

11. Corporate governance arrangements

Risk management approach:

The Department has a Risk Management Committee which meets on quarterly basis and reports to the Accounting Officer and the Audit Committee on a quarterly basis.

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The annual risk assessment was conducted and the National Management Committee confirmed the top ten (10) risks on which the Risk Management Committee will focus attention going forward into 2011/12.

1. Inadequate contract management
2. Inadequate HR Provisioning in order to deliver the core mandate of the department
3. Ineffective functioning of Case Management Systems
4. Inadequate IT Systems security
5. Inadequate basic IT infrastructure
6. Lack of integrated planning on infra-structural needs
7. Lack of comprehensive, accurate and reliable data for decision making
8. Ineffective implementation of HRD Strategy
9. Inadequate Asset Management
10. Overcrowding

The risk management framework has been reviewed against the Public Sector Risk Management Framework and submitted for approval.

Fraud prevention policies:

Fraud prevention continues to be an integral element in improving work ethics and in turn improve delivery of services. During the 2010/11 financial year 50 cases of fraud were detected through checking and controlling. 35 fraud cases were reported in the financial year through whistle blowing. The down management of fraud cases and risks demonstrates that the measures that have been put into place have an impact, however the improvement of checking and control by supervisors at all levels requires attention by DCS.

The measures in relation to Performance Information require more rigour. The negative findings on the management of performance information by the Auditor-General of South Africa has placed a huge challenge for the department.

Effectiveness of internal audit and audit committee

The Internal Audit has been working closely with the KPMG consortium on the implementation of the approved coverage plan. While the audits have been delivered the functioning of the Directorate and the management of the partnership has been inadequate resulting in changes of management of Internal Audit, in the approval of a new structure, and in preparation for a new tender for a co-source partner.

The Audit Committee has been in place and functioned effectively throughout the year under review.

12. Discontinued activities/activities to be discontinued

No activities were discontinued

13. New/proposed activities

- ACSA/SADC secretariat was established at Head Office and headed by a Chief Deputy Commissioner
- Chief Security Officer at Deputy Commissioner level was created at the end of 2010/11 as a new component which involves a revised approach to management of security in core business
- The establishment of the Remand Detention Branch in 2011/12

14. Asset management

According to the Departmental Financial Reporting Framework Guide from the National Treasury “non cash additions” represents the fair value of all assets received in kind/donated from sources outside government during 2010/11 financial year and items transferred from another government department without payment. However, LOGIS does not have a function to distinguish between disposals and non cash additions as defined by Departmental Financial Reporting Framework Guide.

DCS has one hundred and thirty nine (139) self accounting stores. Each store has its own asset register. If an item is transferred between stores more than once, all those “transfer out” transactions will reflect on LOGIS as disposals for that financial year. However the net effect on the asset register at national level closing balance is correct since each disposal is netted off as non cash addition by the receiving store.

This practice is common to assets that are procured centrally and received as cash additions and later transferred to management areas and further transferred to satellite offices or Correctional Centres and received as non cash additions.

The department is continuously aiming to improve management of assets through:

- Updating of the asset register every time an asset is purchased, disposed or transferred out,
- Compliance with procedures and policies as set out by National Treasury,
- Compliance with the Asset Management Reforms (AMR),
- As well as capacity building for improved asset management.

15. Events after the reporting date

No events after the reporting date

16. Performance information

In the management letter findings of the Auditor-General of South Africa (AGSA) on the department in the 2009/10 financial year deficiencies with regard to performance information were highlighted. At the start of the financial year under review, the department took several measures to improve management of performance information. The department developed an action plan based on the AGSA findings. This is reported on monthly basis to the National Treasury. During August the department took stock of performance information in relation to definition of indicators, performance standards, targets, data collection tools, mechanism for collection of data, and an intended process for business owners to correct weaknesses. Another initiative was undertaken with the Technical Assistance Unit (TAU) from National Treasury. TAU has completed a diagnostic of the performance information and the diagnostic report was tabled before the National Management Committee and recommendations include the review of the performance indicators. The report will be used to make improvements required to improve performance information reporting and reduce audit queries. In relation to the audit of performance information, the audit was conducted based on the findings from AGSA Management Letter. The aim was to assess DCS’s progress on the issues raised by the AGSA. The final report was submitted at the end of the financial year and the department will read and act on the report in terms of proposed measures. In this way, a system was created that enables the department to gauge cause and effect and make appropriate interventions when necessary.

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17. SCOPA resolutions and prior modifications to audit reports

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
Qualified opinion		
Movable tangible capital assets	<p>2005/06 Audit finding</p> <ul style="list-style-type: none"> • Three (3) different computer programs were used for the management of inventory and fixed assets namely the Provisioning Administration System (PAS), Web Asset Tool (WAT) and the BAS. No reconciliations were performed between three systems • At year end a large number of assets purchased and captured on BAS had not been captured on the WAT • No fixed asset register was maintained for intangible assets • Not all assets had been bar-coded and recorded in the fixed asset register 	<p>Actions taken by department (what was done)</p> <p>The Department developed an action plan that included amongst others:</p> <ul style="list-style-type: none"> • Migrating to a single logistical system • Training of logistical staff on asset management • Maintaining of a register for intangible assets • Asset verification through which assets not captured on the system will be identified, bar-coded and captured <p>Achievements</p> <ul style="list-style-type: none"> • National Treasury approved that the Department migrate to LOGIS despite the moratorium placed on migration to new systems • Training was provided to logistical officials • Asset verification was conducted • A register of intangible assets was established. Internally developed systems were serialized and captured on the asset register of WAT <p>What was not achieved by the department</p> <ul style="list-style-type: none"> • Not all stores finalised their asset verification on time • There were a number of misallocation of assets • Not all assets were captured with fair values

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Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
Qualified opinion		
		<p>Measures instituted to address what was not achieved All actions which were not achieved were carried over to the following year's action plan</p>
Movable tangible capital assets	<p>2006/07 Audit finding</p> <ul style="list-style-type: none"> • No reconciliation was performed between the three (3) different computer systems used by the department. The undertaking by management to perform manual reconciliation between BAS/WAT and PAS did not materialise • WAT was not with all additions • In certain instances assets were captured at incorrect amounts on WAT. • Disposal of R2, 3 million per note 29.2 to the financial statements were disclosed at book values and not at cost price as prescribed by National Treasury • Not all assets selected from the fixed asset register could be traced to their physical locations and not all assets were bar-coded 	<p>Actions taken by department (what was done) An action plan was developed to address the findings of AGSA, which included amongst others the following:</p> <ul style="list-style-type: none"> • Reconciliation between the three existing logistical systems • Asset verification • Migration to the new logistical system • Allocation of fair values to R1 items • Disclosing of disposals at cost <p>Achievements</p> <ul style="list-style-type: none"> • Guidelines for reconciliations between the three existing logistical systems were developed and logistical officials received training • Asset verification for LOGIS implementation was conducted • By the end of the financial year, 3 out of 142 stores had implemented LOGIS • A database of asset fair values was developed and placed on the Intranet. All stores embarked on a project to allocate fair values to assets captured at R1 • At the end of the financial year (2007/08) disposals were disclosed in the financials at cost • Intangible asset were captured on the asset register

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Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
Qualified opinion		
		<p>What was not achieved by the department</p> <ul style="list-style-type: none"> • Not all stores performed asset reconciliations and some of those who did perform reconciliations, were incorrect • Some of the assets, especially those from big tenders arranged at Head Office, which were delivered at various centres, were not captured at the relevant centres • Not all centres had migrated to LOGIS as planned • Not all centres allocated fair values to R1 assets <p>Measures instituted to address what was not achieved Those tasks which were not fully achieved, were included in the next financial year's action plan</p>
Movable tangible capital assets	<p>2007/08 Audit finding</p> <ul style="list-style-type: none"> • Included in note 29.1 are additions to machinery and equipment to the value of R87 million whereas the fixed asset register amount for additions is R 55 million. No reconciliation was provided for the difference of R32 million • A difference of R108 million exists between the amounts as reflected in the closing balance of the tangible capital assets note 29 to the financial statements and the fixed asset register. The difference can be attributed to the following: 	<p>Actions taken by department (what was done) An action plan was developed to address the findings of AGSA which included, amongst others the following:</p> <ul style="list-style-type: none"> • Reconciliation between LOGIS, BAS and asset balancing on LOGIS • Asset verification • Allocation of fair values to assets captured at R1 • Disclosing of disposals at cost <p>Achievements</p> <ul style="list-style-type: none"> • Monthly reconciliations between LOGIS, BAS and asset balancing on LOGIS • Asset verification for the financial year was conducted

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Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
Qualified opinion		
	The fixed asset register included depreciation while the amount in note 29 to the financial statements excludes depreciation	<ul style="list-style-type: none"> • The Department also continued to allocate fair values to assets captured at R1 • Disposals were disclosed at cost on the financials • The following accounting stores implemented LOGIS: <ul style="list-style-type: none"> • Uppington – 13 February 2008 • Springbok – 13 February 2008 • Kuruman – 18 February 2008
		<p>What was not achieved by the department</p> <ul style="list-style-type: none"> • 48 sites did not migrate to LOGIS before 31 March 2008 as planned • Not all stores performed monthly reconciliations as prescribed <p>Measures instituted to address what was not achieved Those tasks which were not fully achieved, were included in the next financial year's action plan</p>
Moveable tangible capital assets	<p>2008/09 Audit finding</p> <ul style="list-style-type: none"> • Unable to obtain sufficient appropriate audit evidence concerning occurrence, completeness and accuracy of amounts disclosed in note 30.1 to the financial statements relating to the current year's adjustments to the opening balances of the tangible capital assets to the value of R264 million 	<p>Actions taken by department (what was done)</p> <p>An action plan was developed to address the findings of AGSA which included, amongst others the following:</p> <ul style="list-style-type: none"> • Reconciliation between LOGIS, BAS and asset balancing on LOGIS • Asset verification • All regions submitting to Head Office all documents supporting transactions on the asset register

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Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
Qualified opinion		
	<ul style="list-style-type: none"> • Included in note 30.2 to the financial statements are additions to capital assets to the value of R92 million whereas the amounts for additions to capital assets as per asset register is R 436 million. No reconciliations were provided for the difference of R344 million • Unable to confirm the existence and valuation of assets of approximately R236 million in the closing balance in disclosure note 30.1 to the financial statements and furthermore unable to confirm if assets were included in the closing balance in disclosure note 30.1 to the financial statements. The department implemented a new asset register system in the financial year and did not implement adequate controls to ensure that the asset register was updated with the actual assets physically on hand. Was unable to perform alternative procedures to verify the existence, completeness and valuation of these assets • Was unable to confirm if assets recorded in the assets register with an approximate value of R38 million were recorded at the correct amount due to lack of supporting evidence 	<p>Achievements</p> <ul style="list-style-type: none"> • Monthly reconciliation was improved through the submission of supporting documents to Head Office • Asset verification was conducted and the asset register updated accordingly <p>What was not achieved by the department</p> <ul style="list-style-type: none"> • Supporting documentation were not always submitted on time • Discrepancies identified through monthly reconciliations were not always corrected timeously <p>Measures instituted to address what was not achieved</p> <ul style="list-style-type: none"> • Training was conducted on reconciliations and performance on mid-term and year-end closure

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Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
Qualified opinion		
Moveable tangible capital assets	2009/10 Audit finding <ul style="list-style-type: none"> • Included in the opening balance for major movable tangible assets, as disclosed in disclosure note 31.1 to the financial statements, are adjustments of R129 million (2009: R264 million) that were effected to the opening balance of last year for which management was unable to provide supporting documents to support these adjustments. As a result of this the occurrence, accuracy and completeness of these adjustments could not be verified. The entity's records did not permit the application of alternative procedures to verify these amounts 	Actions taken by department (what was done) An action plan was developed to address the findings of AGSA: Achievements <ul style="list-style-type: none"> • The Department was able to provide supporting documentation to account for R135 million of the R264 million. Regarding the outstanding R129 million the Department approached National Treasury for assistance in this matter. This is aimed at resolving the outstanding R129 million as the Department was using a system called WAT which had many shortcomings. One of them being that the system depreciated assets. This created a problem when accounting for the depreciated values with source documents at a later stage. It was agreed that asset verification should be conducted and a report be tabled which will assist National Treasury in making a decision on the new acceptable balance

Department of Correctional Services - Vote 20
Report of the Accounting Officer
for the year ended 31 March 2011

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
Qualified opinion		
	<ul style="list-style-type: none"> • Unable to verify the existence of major movable tangible assets with an approximate value of R63 million (2009: R236 million) as disclosed in disclosure note 31.1 to the financial statements as these assets could not be physically identified. Furthermore, the completeness of major movable tangible capital assets disclosed in disclosure note 31.1 to the financial statements could not be traced to some of these assets to the asset register. Management had failed to implement adequate controls to ensure that the assets as per the asset register and financial statements agree with the physical assets on hand. The Department's records did not permit the application of alternative audit procedures to verify the existence and completeness of these assets • The Financial Reporting Framework for departments requires a department to value its assets at cost, fair value or R1. The department's major movable tangible assets as disclosed in disclosure note 31.1 to the financial statements did not always reflect the cost or fair value of the assets and consequently its assets were overvalued by approximately R57 million (2009: R236 million). This resulted from inadequate controls over the review of information captured on the asset register 	<ul style="list-style-type: none"> • The Department conducts monthly asset reconciliation and spot-checks to ensure that all transactions are accounted for with documentation. It also ensures that the assets on the asset register are physically accounted for at the location indicated • The Department has created a database for the purpose of allocating fair values to all assets that have been captured at R1 value • This assists officials who find or receive assets which have no supporting documentation in indicating prices. By utilising the database they are able to search for the item price and allocate fair values when capturing the assets on the asset register

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for the year ended 31 March 2011

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
Qualified opinion		
Minor movable tangible assets	<p>2009/10 Audit finding</p> <ul style="list-style-type: none"> The existence of minor tangible capital assets valued at approximately R31 million (2009: R38 million) as disclosed in disclosure note 31.5 to the financial statements could not be physically identified. Furthermore, the completeness of minor tangible capital assets disclosed in disclosure note 31.5 to the financial statements could not be verified. Unable to trace some of the assets to the asset register. Management had failed to implement adequate controls to ensure that the assets as per the asset register and financial statements agree with the physical assets on hand. The Department's records did not permit the application of alternative audit procedures to verify the existence and completeness of these assets 	<p>Actions taken by department (what was done)</p> <p>An action plan was developed to address the findings of AGSA:</p> <p>Achievements</p> <ul style="list-style-type: none"> The Department conducts monthly asset reconciliation and spot-checks to ensure that all transactions are accounted for with documentation. It also ensures that the assets on the asset register are physically accounted for at the location indicated
Emphasis of matter –		
Unauthorised expenditure	<p>2008/09 Audit finding</p> <ul style="list-style-type: none"> Unauthorised expenditure to the amount of R483 million was incurred by the Department in 2008/09 financial year 	<p>Actions taken by department (what was done)</p> <p>An action plan was developed to address the findings of AGSA:</p> <p>Achievements</p> <ul style="list-style-type: none"> Monthly unauthorised expenditure return was implemented for submission with the monthly in year monitoring Cost containment measures introduced in 2008/09 were further tightened and new ones were introduced in 2009/10

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Report of the Accounting Officer
for the year ended 31 March 2011

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
Emphasis of matter –		
		<ul style="list-style-type: none"> • The monthly financial meeting agenda was enhanced to incorporate unauthorised, irregular, fruitless and wasteful expenditures to be discussed and corrective measures taken at all management levels • The voted funds for 2009/10 were 98,9% spent
Unauthorised expenditure	2009/10 Audit finding <ul style="list-style-type: none"> • As disclosed in note 10 to the financial statements, unauthorised expenditure to the amount of R483 million was incurred by the department during the 2008/09 financial year 	Actions taken by department (what was done) The Department still reflects in the 2010/11 financial statements the unauthorised expenditure incurred during 2008/09 financial year which resulted from the implementation of the Public Service Coordinating Bargaining Council Resolution number 1 of 2007 which stipulated that overtime should not be compensated by time-off in lieu of payment. As at 31 March 2011 this expenditure was still awaiting authorisation processes
Material losses	2009/10 Audit finding <ul style="list-style-type: none"> • As disclosed in note 7.1 to the financial statements the department has incurred material losses to the amount of R9 million. This was as a result of significant loss in state vehicles amounting to R5 million and from claims amounting to R3 million and from other sources amounting to R1 million 	Actions taken by department (what was done) <ul style="list-style-type: none"> • The Department has compiled a risk mitigation plan in order to address the theft and accidents. The Department has a system of testing and issuing internal permits to drive departmental vehicles. Only officials who have been tested and granted a permit to drive a state vehicle are issued with departmental vehicles. This is aimed at reducing the number of accidents

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Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
Emphasis of matter –		
		Officials that have been found to have abused the state vehicle had their permits suspended.
Matters of non-compliance with applicable legislation	2009/10 Audit finding <ul style="list-style-type: none"> • Contrary to the requirements of TR. 8.2.3 and sections 38(1)(f) of the PFMA, payments due to creditors were not always settled within thirty (30) days from the receipt of an invoice 	Actions taken by department (what was done) An action plan was developed to address the findings of AGSA: Achievements <ul style="list-style-type: none"> • Reports reflecting payments after 30 days of receipt of invoices are drawn and distributed to each region and Head Office branches on a monthly basis. • Monthly finance meetings are held where payments after 30 days of receipt of invoices are monitored and reasons for payment after 30 days are addressed • All suppliers for payments R1 million and above (BAS and PERSAL) are verified on Safety-web. Supporting documents are also checked after payments are approved on safety-web

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18. Exemptions and deviations received from the National Treasury

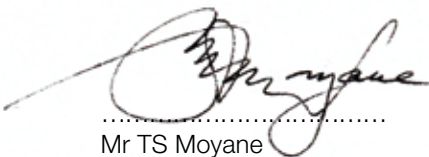
No exemption from the PFMA or Treasury Regulations or deviations from the financial reporting requirements were received for the current and/or prior financial year.

19. Other

Please refer to the overview of 2010/11 annual report on departmental expenditure, virements and rollovers.

20. Approval

The Annual Financial Statements set out on pages 130 to 197 have been approved by the Accounting Officer.



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Mr TS Moyane
National Commissioner: Correctional Services
31 May 2011

3.3 Report of the Auditor-General to Parliament on vote no. 20: Department of Correctional Services

Report on the Financial Statements

Introduction

1. I have audited the accompanying financial statements of the Department of Correctional Services, which comprise the appropriation statement, the statement of financial position as at 31 March 2011, and the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, a summary of significant accounting policies and other explanatory information, as set out on pages 130 to 196.

Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation of these financial statements in accordance with the Departmental Financial Reporting Framework prescribed by the National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA) and the Correctional Services Act, 1998 (Act No. 111 of 1998), and for such internal control as management determines necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) and section 4 of the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), my responsibility is to express an opinion on these financial statements based on my audit.
4. I conducted my audit in accordance with International Standards on Auditing and *General Notice 1111 of 2010* issued in *Government Gazette 33872 of 15 December 2010*. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
5. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
6. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified audit opinion.

Basis for qualified opinion

Additions and disposals of movable tangible capital assets

7. In terms of Chapter 9 of the Departmental Reporting Framework guide non-cash additions represent the fair value of all assets received in kind or donated (non-cash items) from sources outside government during the 2010-11 financial year, and items transferred from another government department without payment. Furthermore, this guide states that the disposals indicate the cost amount as reflected in the as-

set register for all assets transferred to another government department or donated to another entity outside government. Included in disclosure notes 30.2 and 30.3 to the financial statements, non-cash additions stated at R306.9 million and disposals stated at R290.5 million, are materially overstated by internal transfers of movable tangible capital assets between departmental stores. This is the result of the accounting system (Logis) used by the department being unable to account separately for internal transfers.

No alternative procedures could be used to determine the extent of the misstatement due to the nature of the transactions involved.

Qualified opinion

8. In my opinion, except for the effects of the matters described in the basis for qualified opinion paragraph, the financial statements present fairly, in all material respects, the financial position of the Department of Correctional Services as at 31 March 2011 and its financial performance and cash flows for the year then ended, in accordance with the Departmental Financial Reporting Framework prescribed by the National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA).

Emphasis of matters

9. I draw attention to the matters below. My opinion is not modified in respect of these matters:

Unauthorised expenditure

10. As disclosed in note 9 to the financial statements, unauthorised expenditure of R483 million was incurred by the department as a result of implementing Public Service Co-ordinating Bargaining Council (PSCBC) Resolution No. 1 of 2007 on the improvement in salaries and other conditions of service for the 2007-08 to 2010-11 financial years. At the date of this report, this expenditure was still awaiting authorisation by Parliament.

Material losses

11. As disclosed in note 6.1 to the financial statements, the department incurred material losses of R3 387 000. This was mainly as a result of significant losses in state vehicles amounting to R2 922 000, claims amounting to R218 000 as well as from other sources amounting to R247 000.

Material underspending of the budget

12. As disclosed in the appropriation statement, the department materially underspent its total budget (vote). As at 31 March 2011, the underspending amounted to R728 622 000. This underspending was mainly due to the following:
- Compensation of employees: Savings as a result of lower than anticipated expenditure due to appointments that did not materialise before the financial year-end as well as vacancies resulting from natural attrition.
 - Goods and services: The net underspending was mainly due to the late finalisation of the State Information Technology Agency (SITA) service level agreements for information technology projects for the financial year, which ultimately resulted in the delayed finalisation of payments.
 - Buildings and other fixed structures: The net underspending was mainly due to lower than anticipated expenditure that arose from the slow progress and, as reported by the Department, poor workmanship by Department of Public Works (DPW) contractors, delays in DPW tender processes and appointment of contractors as well as a delay in the approval of a site valuation.

Additional matter

I draw attention to the matters below. My opinion is not modified in respect of these matters:

Financial reporting framework

13. The financial reporting framework prescribed by the National Treasury and applied by the department is a compliance framework. Thus my opinion would have reflected that the financial statements had been properly prepared instead of fairly presented as required by section 20(2) of the Public Audit Act (PAA), which requires me to express an opinion on the fair presentation of the financial statements of the department.

Unaudited supplementary schedule

14. The supplementary annexure 5, as set out on page 197, does not form part of the financial statements and is presented as additional information. I have not audited this schedule and accordingly I do not express an opinion thereon.

Report on Other Legal and Regulatory Requirements

15. In accordance with the PAA and in terms of *General Notice 1111 of 2010* issued in *Government Gazette 33872 of 15 December 2010*, I include below my findings on the annual performance report as set out on pages 25 to 79 and material non-compliance with laws and regulations applicable to the department.

Predetermined objectives**Presentation of information**

16. The following criterion was used to assess presentation of information:

- Performance against predetermined objectives is reported in accordance with the National Treasury guidelines.

The following audit finding relates to the above criterion:

17. Adequate explanations for major variances between the planned and the actual reported targets for the corrections, security and social reintegration programmes were not provided, as required by the National Treasury guidelines.

Usefulness of information

18. The following criteria was used to assess usefulness:

- Measurability: Indicators are well defined and verifiable, and targets are specific, measurable and time bound.
- Relevance: A clear and logical link exists between the objectives, outcomes, outputs, indicators and performance targets.
- Consistency: Objectives, indicators and targets are consistent between planning and reporting documents.

The following audit findings relate to the above criteria:

19. There was no link between indicators and targets in the strategic plan.

20. For the selected programmes (corrections, security and social reintegration), a large portion of the planned and reported targets were not:

- specific in clearly identifying the nature and the required level of performance (24%);
- measurable in identifying the required performance (30%); and
- time bound in specifying the time period or deadline for delivery (100%).

Reliability of information

21. The following criteria were used to assess reliability:

- Validity: Actual reported performance has occurred and pertains to the entity.
- Accuracy: Amounts, numbers and other data relating to reported actual performance have been recorded and reported appropriately.
- Completeness: All actual results and events that should have been recorded have been included in the annual performance report.

The following audit findings relate to the above criteria:

22. The validity and completeness of reported targets could not be established, as some correctional centres did not report performance information to management areas and some management areas did not report on all targets or reported information that was not relevant to the targets. Moreover, in many cases, the information reported by management areas was different from the information in regional performance reports.
23. At correctional centres, the validity of 43% of the reported targets for corrections, 50% for security and 20% for social reintegration could not be established, as relevant source documentation could not be provided.
24. At correctional centres, the completeness of 33% of the reported targets for the security programme could not be established, as relevant source documentation could not be provided.

Findings on compliance with laws and regulations**Strategic planning**

25. The accounting officer did not ensure that the institution had and maintained effective, efficient and transparent systems of financial and risk management and internal control, as required by section 38(1)(a) of the PFMA. Departmental systems to collate and report performance information were not adequate.

Expenditure management

26. In certain cases expenditure was incurred without the approval of a delegated official as per the requirements of section 44 of the PFMA and Treasury Regulations (TR) 8.2.1 and 8.2.2.
27. Payments due to creditors were not always settled within 30 days from receipt of an invoice as per the requirements of section 38(1)(f) of the PFMA and TR 8.2.3.

Procurement and contracts

28. In some cases awards were made to suppliers who did not declare their employment by the department, their connection with a person employed by the department or their relationship with persons involved in the evaluation and/or adjudication of the bids, as per the requirements of Practice Note 7 of 2009-10.
29. Some of the department's employees performed remunerative work outside their employment in the department without written permission from the relevant authority, as per the requirements of section 30 of the Public Service Act of South Africa, 1994 (Act No. 103 of 1994).
30. The prospective supplier list for procuring goods and services through quotations was not updated at least quarterly to include new suppliers that qualify for listing and prospective suppliers were not invited to apply for such listing at least once a year, as per the requirements of National Treasury Practice Note 8 of 2007-08.

Internal Control

31. In accordance with the PAA and in terms of *General Notice 1111 of 2010* issued in *Government Gazette 33872 of 15 December 2010*, I considered internal control relevant to my audit, but not for the purpose of expressing an opinion on the effectiveness of internal control. The matters reported below are limited to the significant deficiencies that resulted in the basis for the qualified opinion, the findings on the annual performance report and the findings on compliance with laws and regulations included in this report.

Leadership

32. Oversight responsibility regarding financial and performance reporting and compliance as well as related internal controls was not fully exercised.
33. Effective human resource management was not implemented to ensure that adequate and sufficiently skilled resources were in place, especially as far as asset management was concerned.
34. The development and implementation of action plans to address internal control deficiencies were not effectively monitored.
35. An effective IT governance framework was not established to support and enable the business, deliver value and improve performance.

Financial and performance management

36. The financial statements and other information to be included in the annual report were not sufficiently reviewed for completeness and accuracy prior to submission for auditing.
37. Requested information was not always made available and supplied without any significant delay.
38. Regular, accurate and complete financial and performance reports, which were supported and evidenced by reliable information, were not always prepared.
39. Manual or automated controls were not designed to ensure that all transactions occurred, were authorised, and were completely and accurately processed.
40. There was a lack of proper record keeping in a timely manner to ensure that complete, relevant and accurate information was accessible and available to support financial and performance reporting.
41. The regular review and monitoring of compliance with applicable laws and regulations were not always in place.

Governance

42. Controls were not carefully selected and appropriately developed to mitigate risks over financial and performance reporting. Ongoing monitoring and supervision were not always undertaken to enable an assessment of the effectiveness of internal control over financial and performance reporting.
43. Actions were not always taken to address risks relating to the achievement of complete and accurate financial and performance reporting.

Other Reports

Investigations in progress

According to the Departmental Investigation Unit (DIU), investigations on the following cases that relate to fraud and theft were still ongoing at the reporting date:

44. Fraudulent payments on Persal by utilising other officials' user names amounting to R1 843 953.
45. Theft of state money for purchasing seeds amounting to R2 800 000 at agricultural section.
46. Different cases on procurement irregularities, including failing to declare business with the department and non-compliance with the procurement directives.
47. Subsistence and travelling (S&T) fraud, including inflated kilometres travelled and fraudulent S&T claims.
48. Cases of irregular as well as fruitless and wasteful expenditure.

Investigations completed during the financial year

According to the Departmental Investigation Unit (DIU), investigations on the following cases that relates to fraud and irregularities were completed during the year under review:

49. Fraudulent payment to own account amounting to R500 000.
50. Different cases of procurement irregularities, including failing to declare business with the department, colluding with suppliers tendering to do business with the department, and non-compliance with the procurement directives.
51. Subsistence and travelling (S&T) fraud, including inflated kilometres travelled and fraudulent S&T claims.

Performance audits

52. A performance audit was conducted during the year under review on the department's use of consultants. The management report was issued in July 2010 for management comments. However, at the date of this report no management comments had been received.

Auditor - General

Pretoria
31 July 2011



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

3.4 Department of Correctional Services Vote 20

ACCOUNTING POLICIES

for the year ended 31 March 2011

The Financial Statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. However, where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the Financial Statements and to comply with the statutory requirements of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the Act and the Division of Revenue Act, Act 1 of 2010.

1. Presentation of the Financial Statements

1.1 Basis of preparation

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

1.2 Presentation currency

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

1.3 Rounding

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

1.4 Comparative figures

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

1.5 Comparative figures - Appropriation Statement

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

2. Revenue

2.1 Appropriated funds

Appropriated funds comprises of departmental allocations as well as direct charges against revenue fund (i.e. statutory appropriation).

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

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for the year ended 31 March 2011

Unexpended appropriated funds are surrendered to the National/Provincial Revenue Fund. Any amounts owing to the National/Provincial Revenue Fund at the end of the financial year are recognised as payable in the statement of financial position.

Any amount due from the National/Provincial Revenue Fund at the end of the financial year is recognised as a receivable in the statement of financial position.

2.2 Departmental revenue

All departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the National Revenue Fund, unless stated otherwise.

Any amount owing to the National Revenue Fund is recognised as a payable in the statement of financial position.

No accrual is made for the amount receivable from the last receipt date to the end of the reporting period. These amounts are however disclosed in the disclosure note to the annual financial statements.

2.3 Direct Exchequer receipts / payments

All direct exchequer receipts are recognised in the statement of financial performance when the cash is received and is subsequently paid into the National/Provincial Revenue Fund, unless stated otherwise.

Any amount owing to the National/Provincial Revenue Funds at the end of the financial year is recognised as a payable in the statement of financial position.

2.4 Direct Exchequer payments

All direct exchequer payments are recognised in the statement of financial performance when final authorisation for payment is effected on the system (by no later than 31 March of each year).

2.5 Aid assistance

Aids assistance is recognised as revenue when received

All in-kind aid assistance is disclosed at fair value on the date of receipt in the annexures to the Annual Financial Statements

The cash payments made during the year relating to aid assistance projects are recognised as expenditure in the statement of financial performance when final authorisation for payments is effected on the system (by no later than 31 March of each year)

The value of the assistance expensed prior to the receipt of funds is recognised as a receivable in the statement of financial position.

Inappropriately expensed amounts using aid assistance and any unutilised amounts are recognised as payables in the statement of financial position.

3. Expenditure

3.1 Compensation of employees

3.1.1 Salaries and wages

Salaries and wages are expensed in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

Other employee benefits that give rise to a present legal or constructive obligation are disclosed in the disclosure notes to the financial statements at its face value and are not recognised in the statement of financial performance or position.

Employee costs are capitalised to the cost of a capital project when an employee spends more than 50% of his/her time on the project. These payments form part of expenditure for capital assets in the statement of financial performance.

3.1.2 Social contributions

Employer contributions to post employment benefit plans in respect of current employees are expensed in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

No provision is made for retirement benefits in the financial statements of the department. Any potential liabilities are disclosed in the financial statements of the National Revenue Fund and not in the financial statements of the employer department.

Employer contributions made by the department for certain of its ex-employees (such as medical benefits) are classified as transfers to households in the statement of financial performance.

3.2 Goods and services

Payments made for goods and/or services are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

The expense is classified as capital if the goods and/or services were acquired for a capital project or if the total purchase price exceeds the capitalisation threshold (currently R5, 000). All other expenditures are classified as current.

Rental paid for the use of buildings or other fixed structures is classified as goods and services and not as rent on land.

3.3 Interest and rent on land

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

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for the year ended 31 March 2011

3.4 Payments for financial assets

Debts are written off when identified as irrecoverable. Debts written-off are limited to the amount of savings and/or underspending of appropriated funds. The write off occurs at year-end or when funds are available. No provision is made for irrecoverable amounts but an estimate is included in the disclosure notes to the financial statements amounts.

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

3.5 Transfers and subsidies

Transfers and subsidies are recognised as an expense when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

3.6 Unauthorised expenditure

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

Unauthorised expenditure approved with funding is derecognised from the statement of financial position when the unauthorised expenditure is approved and the related funds are received.

Where the amount is approved without funding it is recognised as expenditure in the statement of financial performance on the date of approval.

3.7 Fruitless and wasteful expenditure

Fruitless and wasteful expenditure is recognised as expenditure in the statement of financial performance according to the nature of the payment and not as a separate line item on the face of the statement. If the expenditure is recoverable it is treated as an asset until it is recovered from the responsible person or written off as irrecoverable in the statement of financial performance.

3.8 Irregular expenditure

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

4. Assets

4.1 Cash and cash equivalents

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

Bank overdrafts are shown separately on the face of the statement of financial position.

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

4.2 Other financial assets

Other financial assets are carried in the statement of financial position at cost.

4.3 Prepayments and advances

Amounts prepaid or advanced are recognised in the statement of financial position when the payments are made and are derecognised as and when the goods/services are received or the funds are utilised.

Prepayments and advances outstanding at the end of the year are carried in the statement of financial position at cost.

4.4 Receivables

Receivables included in the statement of financial position arise from cash payments made that are recoverable from another party (including departmental employees) and are derecognised upon recovery or write-off.

Receivables outstanding at year-end are carried in the statement of financial position at cost plus any accrued interest. Amounts that are potentials irrecoverable are included in the disclosure notes.

4.5 Investments

Capitalised investments are shown at cost in the statement of financial position.

Investments are tested for an impairment loss whenever events or changes in circumstances indicate that the investment may be impaired. Any impairment loss is included in the disclosure notes.

4.6 Loans

Loans are recognised in the statement of financial position when the cash is paid to the beneficiary. Loans that are outstanding at year-end are carried in the statement of financial position at cost plus accrued interest.

Amounts that are potentially irrecoverable are included in the disclosure notes.

4.7 Inventory

Inventories that qualify for recognition must be initially reflected at cost. Where inventories are acquired at no cost, or for nominal consideration, their cost shall be their fair value at the date of acquisition.

All inventory items at year-end are reflected using the weighted average cost or FIFO cost formula.

4.8 Capital assets

4.8.1 Movable assets

Initial recognition

A capital asset is recorded in the asset register on receipt of the item at cost. Cost of an asset is defined as the total cost of acquisition. Where the cost cannot be deter-

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mined accurately, the movable capital asset is stated at fair value. Where fair value cannot be determined, the capital asset is included in the asset register at R1.

All assets acquired prior to 1 April 2002 are included in the register R1.

Subsequent recognition

Subsequent expenditure of a capital nature is recorded in the statement of financial performance as “expenditure for capital assets” and is capitalised in the asset register of the department on completion of the project.

Repairs and maintenance is expensed as current “goods and services” in the statement of financial performance.

4.8.2 Immovable assets

Initial recognition

A capital asset is recorded on receipt of the item at cost. Cost of an asset is defined as the total cost of acquisition. Where the cost cannot be determined accurately, the immovable capital asset is stated at R1 unless the fair value for the asset has been reliably estimated.

Subsequent recognition

Work-in-progress of a capital nature is recorded in the statement of financial performance as “expenditure for capital assets”. On completion, the total cost of the project is included in the asset register of the department that is accountable for the asset.

Repairs and maintenance is expensed as current “goods and services” in the statement of financial performance.

5. Liabilities

5.1 Payables

Recognised payables mainly comprise of amounts owing to other governmental entities. These payables are carried at cost in the statement of financial position.

5.2 Contingent liabilities

Contingent liabilities are included in the disclosure notes to the financial statements when it is possible that economic benefits will flow from the department, or when an outflow of economic benefits or service potential is probable but cannot be measured reliably.

5.3 Contingent assets

Contingent assets are included in the disclosure notes to the financial statements when it is possible that an inflow of economic benefits will flow to the entity.

5.4 Commitments

Commitments are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance but are included in the disclosure notes.

5.5 Accruals

Accruals are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance but are included in the disclosure notes.

5.6 Employee benefits

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

5.7 Lease commitments

Finance lease

Finance leases are not recognised as assets and liabilities in the statement of financial position. Finance lease payments are recognised as an expense in the statement of financial performance and are apportioned between the capital and interest portions. The finance lease liability is disclosed in the disclosure notes to the financial statements.

Operating lease

Operating lease payments are recognised as an expense in the statement of financial performance. The operating lease commitments are disclosed in the disclosure notes to the financial statement.

5.8 Impairment and other provisions

The department tests for impairment where there is an indication that a receivable, loan or investment may be impaired. An assessment of whether there is an indication of possible impairment is done at each reporting date. An estimate is made for doubtful loans and receivables based on a review of all outstanding amounts at year-end. Impairments on investments are calculated as being the difference between the carrying amount and the present value of the expected future cash flows / service potential flowing from the instrument.

Provisions are disclosed 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 will be required to settle the obligation and a reliable estimate of the obligation can be made.

6. Receivables for departmental revenue

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

7. Net Assets

7.1 Capitalisation reserve

The capitalisation reserve comprises of financial assets and/or liabilities originating in a prior reporting period but which are recognised in the statement of financial position for the first time in the current reporting period. Amounts are recognised in the capitalisation reserves when identified in the current period and are transferred to the

Department of Correctional Services - Vote 20
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for the year ended 31 March 2011

National Revenue Fund when the underlining asset is disposed and the related funds are received.

7.2 Recoverable revenue

Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the National Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.

8. Related party transactions

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

9. Key management personnel

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

10. Public private partnerships

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

Department of Correctional Services - Vote 20
Appropriation Statement
for the year ended 31 March 2011

Appropriation per Programme

	2010/11						2009/10		
	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
1. ADMINISTRATION									
Current payments	4,043,233	-	(131,105)	3,912,128	3,673,213	238,915	93.9%	3,435,811	3,435,811
Transfers and subsidies	12,376	-	7,192	19,568	19,568	-	100.0%	7,788	7,788
Payments for capital assets	1,306	-	378,959	380,265	380,265	-	100.0%	67,781	67,781
Payment for financial assets	-	-	2,819	2,819	2,819	-	100.0%	5,679	5,679
2. SECURITY									
Current payments	5,177,194	-	(60,424)	5,116,770	4,963,911	152,859	97.0%	4,877,455	4,806,010
Transfers and subsidies	1,064	-	20,098	21,162	21,162	-	100.0%	16,402	16,402
Payments for capital assets	1,230	-	13	1,243	1,155	88	92.9%	960	960
Payment for financial assets	-	-	2,005	2,005	2,005	-	100.0%	5,035	5,035
3. CORRECTIONS									
Current payments	1,442,176	-	(44,038)	1,398,138	1,398,138	-	100.0%	1,234,804	1,234,804
Transfers and subsidies	14,671	-	3,647	18,318	18,318	-	100.0%	17,575	17,575
Payments for capital assets	593	-	(233)	360	360	-	100.0%	433	433
Payment for financial assets	-	-	22	22	22	-	100.0%	-	-
4. CARE									
Current payments	1,754,921	-	(8,865)	1,746,056	1,677,595	68,461	96.1%	1,553,743	1,543,823
Transfers and subsidies	-	-	2,034	2,034	2,034	-	100.0%	2,738	2,738
Payments for capital assets	2,035	-	2,504	4,539	2,548	1,991	56.1%	2,176	2,176
Payment for financial assets	-	-	82	82	82	-	100.0%	2	2
5. DEVELOPMENT									
Current payments	543,421	-	(40,566)	502,855	497,246	5,609	98.9%	447,901	428,501
Transfers and subsidies	-	-	702	702	702	-	100.0%	633	633
Payments for capital assets	15,589	-	16,060	31,649	25,780	5,869	81.5%	7,477	7,477
Payment for financial assets	-	-	121	121	121	-	100.0%	74	74
6. SOCIAL REINTEGRATION									
Current payments	542,335	-	(30,771)	511,564	511,564	-	100.0%	468,279	468,279
Transfers and subsidies	67	-	2,105	2,172	2,172	-	100.0%	1,318	1,318
Payments for capital assets	176	-	(122)	54	54	-	100.0%	135	135
Payment for financial assets	-	-	171	171	171	-	100.0%	126	126

Department of Correctional Services - Vote 20
Appropriation Statement
for the year ended 31 March 2011

		Appropriation per Programme					2009/10		
		2010/11							
	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
7. FACILITIES									
Current payments	922,117	-	(125,340)	796,777	796,777	-	100.0%	721,348	721,348
Transfers and subsidies	1,796	-	(1,212)	584	584	-	100.0%	810	810
Payments for capital assets	951,165	-	4,089	955,254	700,424	254,830	73.3%	957,828	911,391
Payment for financial assets	-	-	53	53	53	-	100.0%	234	234
Subtotal	15,427,465	-	-	15,427,465	14,698,843	728,622	95.3%	13,834,545	13,687,343
Total	15,427,465	-	-	15,427,465	14,698,843	728,622	95.3%	13,834,545	13,687,343

Reconciliation with Statement of Financial Performance

		Appropriation per Programme	
Add:	Departmental receipts	115,418	-
	Aid assistance	13,719	-
Actual amounts per Statement of Financial Performance (Total Revenue)		15,556,602	108,478
Add:	Aid assistance		-
	Prior year unauthorised expenditure approved without funding	1,314	-
Actual amounts per Statement of Financial Performance Expenditure		14,700,157	13,943,023
			1,097
			13,688,440

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	Appropriation per Economic classification									
	2010/11					2009/10				
	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		
Current payments										
Compensation of employees	10,247,540	-	(375,274)	9,872,266	9,506,662	365,604	96.3%	9,166,314	9,065,549	
Goods and services	4,177,857	-	(65,843)	4,112,014	4,011,774	100,240	97.6%	3,573,028	3,573,028	
Interest and rent on land	-	-	-	-	-	-	0.0%	-	-	
Transfers & subsidies										
Provinces & municipalities	3,318	-	(846)	2,472	2,472	-	100.0%	2,241	2,241	
Departmental agencies & accounts	5,198	-	4,944	10,142	10,142	-	100.0%	-	-	
Public corporations & private enterprises	-	-	-	-	-	-	0.0%	240	240	
Households	21,458	-	30,469	51,927	51,927	-	100.0%	44,782	44,782	
Payment for capital assets										
Buildings & other fixed structures	950,939	-	3,456	954,395	699,565	254,830	73.3%	956,907	910,470	
Machinery & equipment	21,155	-	388,436	409,591	401,731	7,860	98.1%	44,187	44,187	
Biological or cultivated assets	-	-	1,168	1,168	1,080	88	92.5%	162	162	
Software & other intangible assets	-	-	8,217	8,217	8,217	-	100.0%	35,533	35,533	
Land & subsoil assets	-	-	-	-	-	-	0.0%	-	-	
Payment for financial assets										
	-	-	5,273	5,273	5,273	-	100.0%	11,150	11,150	
Total	15,427,465	-	-	15,427,465	14,698,843	728,622	95.3%	13,834,544	13,687,342	

Department of Correctional Services - Vote 20
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for the year ended 31 March 2011

Detail per programme 1 - ADMINISTRATION

Details per Sub-Programme	2010/11						2009/10		
	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
1.1 MINISTER									
Current payments	1,816	-	(33)	1,783	1,783	-	100.0%	1,706	1,706
Transfers and subsidies	-	-	-	-	-	-	0.0%	-	-
Payments for capital assets	-	-	-	-	-	-	0.0%	-	-
Payment of financial assets	-	-	-	-	-	-	0.0%	-	-
1.2 DEPUTY MINISTER									
Current payments	1,496	-	59	1,555	1,555	-	100.0%	1,480	1,480
Transfers and subsidies	-	-	-	-	-	-	0.0%	-	-
Payments for capital assets	-	-	-	-	-	-	0.0%	-	-
Payment of financial assets	-	-	-	-	-	-	0.0%	-	-
1.3 MANAGEMENT									
Current payments	461,633	-	(33,104)	428,529	428,529	-	100.0%	405,793	405,793
Transfers and subsidies	1,118	-	3,146	4,264	4,264	-	100.0%	2,715	2,715
Payments for capital assets	134	-	2,561	2,695	2,695	-	100.0%	945	945
Payment of financial assets	-	-	138	138	138	-	100.0%	8	8
1.4 CORPORATE SERVICES									
Current payments	1,244,403	-	(159,847)	1,084,556	945,881	138,675	87.2%	965,772	965,772
Transfers and subsidies	7,450	-	4,700	12,150	12,150	-	100.0%	1,780	1,780
Payments for capital assets	490	-	2,047	2,537	2,537	-	100.0%	2,757	2,757
Payment of financial assets	-	-	666	666	666	-	100.0%	146	146
1.5 FINANCE									
Current payments	752,817	-	(138,666)	614,151	614,151	-	100.0%	791,027	791,027
Transfers and subsidies	3,804	-	(708)	3,096	3,096	-	100.0%	3,242	3,242
Payments for capital assets	682	-	359,136	359,818	359,818	-	100.0%	11,512	11,512
Payment of financial assets	-	-	2,011	2,011	2,011	-	100.0%	2,561	2,561
1.6 CENTRAL SERVICES									
Current payments	420,584	-	(54,277)	366,307	266,067	100,240	72.6%	265,455	265,455
Transfers and subsidies	4	-	54	58	58	-	100.0%	51	51
Payments for capital assets	-	-	15,215	15,215	15,215	-	100.0%	52,567	52,567
Payment of financial assets	-	-	4	4	4	-	100.0%	2,964	2,964

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Details per Sub-Programme	2010/11					2009/10			
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
1.7 OFFICE ACCOMMODATION									
Current payments	1,140,776	-	254,763	1,395,539	1,395,539	-	100.0%	531,981	531,981
Transfers and subsidies	-	-	-	-	-	-	0.0%	-	-
Payments for capital assets	-	-	-	-	-	-	0.0%	-	-
Payment of financial assets	-	-	-	-	-	-	0.0%	-	-
1.8 STAFF ACCOMMODATION									
Current payments	19,708	-	-	19,708	19,708	-	100.0%	472,597	472,597
Transfers and subsidies	-	-	-	-	-	-	0.0%	-	-
Payments for capital assets	-	-	-	-	-	-	0.0%	-	-
Payment of financial assets	-	-	-	-	-	-	0.0%	-	-
Total	4,056,915	-	257,865	4,314,780	4,075,865	238,915	94.5%	3,517,059	3,517,059

Department of Correctional Services - Vote 20
 Appropriation Statement
 for the year ended 31 March 2011

Detail per programme 1 - ADMINISTRATION

Programme 1 Per Economic classification	2010/11						2009/10		
	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
Current payments									
Compensation of employees	2,098,219	-	(260,887)	1,837,332	1,698,657	138,675	92.5%	1,716,821	1,716,821
Goods and services	1,945,014	-	129,781	2,074,795	1,974,555	100,240	95.2%	1,718,992	1,718,992
Interest and rent on land	-	-	-	-	-	-	0.0%	-	-
Transfers & subsidies									
Provinces & municipalities	3,318	-	(875)	2,443	2,443	-	100.0%	2,241	2,241
Departmental agencies & accounts	5,198	-	4,944	10,142	10,142	-	100.0%	-	-
Universities & technikons	-	-	-	-	-	-	0.0%	-	-
Foreign governments & international organisations	-	-	-	-	-	-	0.0%	-	-
Public corporations & private enterprises	-	-	-	-	-	-	0.0%	-	240
Non-profit institutions	-	-	-	-	-	-	0.0%	-	-
Households	3,860	-	3,123	6,983	6,983	-	100.0%	5,306	5,306
Gifts and donations	-	-	-	-	-	-	0.0%	-	-
Payments for capital assets									
Buildings & other fixed structures	-	-	-	-	-	-	0.0%	-	-
Machinery & equipment	1,306	-	370,159	371,465	371,465	-	100.0%	32,247	32,247
Biological or cultivated assets	-	-	584	584	584	-	100.0%	-	-
Software & other intangible assets	-	-	8,217	8,217	8,217	-	100.0%	35,533	35,533
Land & subsoil assets	-	-	-	-	-	-	0.0%	-	-
Payment for financial assets									
	-	-	2,819	2,819	2,819	-	100.0%	5,679	5,679
Total	4,056,915	-	257,865	4,314,780	4,075,865	238,915	94.5%	3,517,059	3,517,059

Department of Correctional Services - Vote 20
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PART 3

Detail per programme 2 - SECURITY

Details per Sub-programme	2010/11						2009/10		
	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
2.1 Security									
Current payments	5,177,194	-	(60,424)	5,116,770	4,963,911	152,859	97.0%	4,877,455	4,806,010
Transfers and subsidies	1,064	-	20,098	21,162	21,162	-	100.0%	16,402	16,402
Payments for capital assets	1,230	-	13	1,243	1,155	88	92.9%	960	960
Payment for financial assets	-	-	2,005	2,005	2,005	-	100.0%	5,035	5,035
Total	5,179,488	-	(38,308)	5,141,180	4,988,233	152,947	97.0%	4,899,852	4,828,407

Department of Correctional Services - Vote 20
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 for the year ended 31 March 2011

Detail per programme 2 - SECURITY

Programme 2 Per Economic classification	2010/11						2009/10		
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
Current payments	5,050,988	-	(59,085)	4,991,903	4,839,044	152,859	96.9%	4,751,678	4,680,233
Compensation of employees	126,206	-	(1,339)	124,867	124,867	-	100.0%	125,777	125,777
Goods and services	-	-	-	-	-	-	0.0%	-	-
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers & subsidies	-	-	29	29	29	-	100.0%	-	-
Provinces & municipalities	-	-	-	-	-	-	0.0%	-	-
Dept agencies & accounts	-	-	-	-	-	-	0.0%	-	-
Universities & Technikons	-	-	-	-	-	-	0.0%	-	-
Foreign governments & international organisations	-	-	-	-	-	-	0.0%	-	-
Public corporations & private enterprises	-	-	-	-	-	-	0.0%	-	-
Non-profit institutions	-	-	-	-	-	-	0.0%	-	-
Households	1,064	-	20,070	21,134	21,134	-	100.0%	16,402	16,402
Gifts and donations	-	-	-	-	-	-	0.0%	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Buildings & other fixed structures	-	-	-	-	-	-	0.0%	-	-
Machinery & equipment	1,230	-	(105)	1,125	1,125	-	100.0%	798	798
Biological or cultivated assets	-	-	117	117	29	88	24.8%	162	162
Software & other intangible assets	-	-	-	-	-	-	0.0%	-	-
Land & subsoil assets	-	-	-	-	-	-	0.0%	-	-
Payment for financial assets	-	-	2,005	2,005	2,005	-	100.0%	5,035	5,035
Total	5,179,488	-	(38,308)	5,141,180	4,988,233	152,947	97.0%	4,899,852	4,828,407

Department of Correctional Services - Vote 20
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 for the year ended 31 March 2011

PART 3

Detail per programme 3 - CORRECTIONS

Details per Sub-Programme	2010/11					2009/10			
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
3.1 Personal Corrections									
Current payments	1,442,176	-	(44,038)	1,398,138	1,398,138	-	100.0%	1,234,804	1,234,804
Transfers and subsidies	14,671	-	3,647	18,318	18,318	-	100.0%	17,575	17,575
Payments for capital assets	593	-	(233)	360	360	-	100.0%	433	433
Payment for financial assets	-	-	22	22	22	-	100.0%	-	-
Total	1,457,440	-	(40,602)	1,416,838	1,416,838	-	100.0%	1,252,812	1,252,812

Department of Correctional Services - Vote 20
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for the year ended 31 March 2011

Detail per programme 3 - CORRECTIONS

Programme 3 Per Economic classification	2010/11						2009/10		
	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
Current payments									
Compensation of employees	1,407,892	-	(35,883)	1,372,009	1,372,009	-	100.0%	1,210,409	1,210,409
Goods and services	34,284	-	(8,155)	26,129	26,129	-	100.0%	24,394	24,394
Interest and rent on land	-	-	-	-	-	-	0.0%	-	-
Transfers & subsidies									
Provinces & municipalities	-	-	-	-	-	-	0.0%	-	-
Dept agencies & accounts	-	-	-	-	-	-	0.0%	-	-
Universities & Technikons	-	-	-	-	-	-	0.0%	-	-
Foreign governments & international organisations	-	-	-	-	-	-	0.0%	-	-
Public corporations & private enterprises	-	-	-	-	-	-	0.0%	-	-
Non-profit institutions	-	-	-	-	-	-	0.0%	-	-
Households	14,671	-	3,647	18,318	18,318	-	100.0%	17,575	17,575
Gifts and donations	-	-	-	-	-	-	0.0%	-	-
Payments for capital assets									
Buildings & other fixed structures	-	-	-	-	-	-	0.0%	-	-
Machinery & equipment	593	-	(233)	360	360	-	100.0%	433	433
Biological or cultivated assets	-	-	-	-	-	-	0.0%	-	-
Software & other intangible assets	-	-	-	-	-	-	0.0%	-	-
Land & subsoil assets	-	-	-	-	-	-	0.0%	-	-
Payment for financial assets									
	-	-	22	22	22	-	100.0%	-	-
Total	1,457,440	-	(40,602)	1,416,816	1,416,838	-	100.0%	1,252,811	1,252,811

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PART 3

Detail per programme 4 - CARE

Details per Sub-Programme	2010/11						2009/10		
	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
4.1 Personal Wellbeing									
Current payments	1,754,921	-	(8,865)	1,746,056	1,677,595	68,461	96.1%	1,553,743	1,543,823
Transfers and subsidies	-	-	2,034	2,034	2,034	-	100.0%	2,738	2,738
Payments for capital assets	2,035	-	2,504	4,539	2,548	1,991	56.1%	2,176	2,176
Payment for financial assets	-	-	82	82	82	-	100.0%	2	2
Total	1,756,956	-	(4,245)	1,752,711	1,682,259	70,452	96.0%	1,558,659	1,548,739

Department of Correctional Services - Vote 20
Appropriation Statement
for the year ended 31 March 2011

Detail per programme 4 - CARE

Economic classification	2010/11							2009/10	
	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
Current payments									
Compensation of employees	785,156	-	(13,252)	771,904	703,443	68,461	91.1%	651,826	641,906
Goods and services	969,765	-	4,387	974,152	974,152	-	100.0%	901,917	901,917
Interest and rent on land	-	-	-	-	-	-	0.0%	-	-
Transfers & subsidies									
Provinces & municipalities	-	-	-	-	-	-	0.0%	-	-
Dept agencies & accounts	-	-	-	-	-	-	0.0%	-	-
Universities & Technikons	-	-	-	-	-	-	0.0%	-	-
Foreign governments & international organisations	-	-	-	-	-	-	0.0%	-	-
Public corporations & private enterprises	-	-	-	-	-	-	0.0%	-	-
Non-profit institutions	-	-	-	-	-	-	0.0%	-	-
Households	-	-	2,034	2,034	2,034	-	100.0%	2,738	2,738
Gifts and donations	-	-	-	-	-	-	0.0%	-	-
Payments for capital assets									
Buildings & other fixed structures	-	-	-	-	-	-	0.0%	-	-
Machinery & equipment	2,035	-	2,504	4,539	2,548	1,991	56.1%	2,176	2,176
Biological or cultivated assets	-	-	-	-	-	-	0.0%	-	-
Software & other intangible assets	-	-	-	-	-	-	0.0%	-	-
Land & subsoil assets	-	-	-	-	-	-	0.0%	-	-
Payment for financial assets									
	-	-	82	82	82	-	100.0%	2	2
Total	1,756,956	-	(4,245)	1,752,711	1,682,259	70,452	96.0%	1,558,659	1,548,739

Department of Correctional Services - Vote 20
 Appropriation Statement
 for the year ended 31 March 2011

PART 3

Detail per programme 5 - DEVELOPMENT

Details per Sub-Programme	2010/11					2009/10			
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
5.1 Personal Development of Offenders									
Current payments	543,421	-	(40,566)	502,855	497,246	5,609	98.9%	447,901	428,501
Transfers and subsidies	-	-	702	702	702	-	100.0%	633	633
Payments for capital assets	15,589	-	16,060	31,649	25,780	5,869	81.5%	7,477	7,477
Payment for financial assets	-	-	121	121	121	-	100.0%	74	74
Total	559,010	-	(23,683)	535,327	523,849	11,478	97.9%	456,085	436,685

Department of Correctional Services - Vote 20
Appropriation Statement
for the year ended 31 March 2011

Detail per programme 5 - DEVELOPMENT

Programme 5 Per Economic classification	2010/11						2009/10		
	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
Current payments									
Compensation of employees	322,673	-	2,866	325,539	319,930	5,609	98.3%	310,733	291,333
Goods and services	220,748	-	(43,432)	177,316	177,316	-	100.0%	137,168	137,168
Interest and rent on land	-	-	-	-	-	-	0.0%	-	-
Transfers & subsidies									
Provinces & municipalities	-	-	-	-	-	-	0.0%	-	-
Dept agencies & accounts	-	-	-	-	-	-	0.0%	-	-
Universities & Technikons	-	-	-	-	-	-	0.0%	-	-
Foreign governments & international organisations	-	-	-	-	-	-	0.0%	-	-
Public corporations & private enterprises	-	-	-	-	-	-	0.0%	-	-
Non-profit institutions	-	-	-	-	-	-	0.0%	-	-
Households	-	-	702	702	702	-	100.0%	633	633
Gifts and donations	-	-	-	-	-	-	0.0%	-	-
Payments for capital assets									
Buildings & other fixed structures	-	-	-	-	-	-	0.0%	-	-
Machinery & equipment	15,589	-	15,593	31,182	25,313	5,869	81.2%	7,477	7,477
Biological or cultivated assets	-	-	467	467	467	-	100.0%	-	-
Software & other intangible assets	-	-	-	-	-	-	0.0%	-	-
Land & subsoil assets	-	-	-	-	-	-	0.0%	-	-
Payment for financial assets									
	-	-	121	121	121	-	100.0%	74	74
Total	559,010	-	(23,683)	535,327	523,849	11,478	97.9%	456,085	436,685

Department of Correctional Services - Vote 20
 Appropriation Statement
 for the year ended 31 March 2011

PART 3

Detail per programme 6 - SOCIAL REINTEGRATION

Details per Sub-Programme	2010/11					2009/10			
	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
6.1 Community Liaison									
Current payments	542,335	-	(30,771)	511,564	511,564	-	100.0%	468,279	468,279
Transfers and subsidies	67	-	2,105	2,172	2,172	-	100.0%	1,318	1,318
Payments for capital assets	176	-	(122)	54	54	-	100.0%	135	135
Payment of financial assets		-	171	171	171	-	100.0%	126	126
Total	542,578	0	(28,617)	513,961	513,961	-	100.0%	469,858	469,858

Department of Correctional Services - Vote 20
Appropriation Statement
for the year ended 31 March 2011

Detail per programme 6 - SOCIAL REINTEGRATION

Programme 6 Per Economic classification	2010/11						2009/10		
	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
Current payments									
Compensation of employees	496,968	-	(18,533)	478,435	478,435	-	100.0%	436,928	436,928
Goods and services	45,367	-	(12,245)	33,122	33,122	-	100.0%	31,351	31,351
Interest and rent on land	-	-	-	-	-	-	0.0%	-	-
Transfers & subsidies									
Provinces & municipalities	-	-	-	-	-	-	0.0%	-	-
Dept agencies & accounts	-	-	-	-	-	-	0.0%	-	-
Universities & Technikons	-	-	-	-	-	-	0.0%	-	-
Foreign governments & international organisations	-	-	-	-	-	-	0.0%	-	-
Public corporations & private enterprises	-	-	-	-	-	-	0.0%	-	-
Non-profit institutions	-	-	-	-	-	-	0.0%	-	-
Households	67	-	2,105	2,172	2,172	-	100.0%	1,318	1,318
Gifts and donations	-	-	-	-	-	-	0.0%	-	-
Payment for capital assets									
Buildings & other fixed structures	-	-	-	-	-	-	0.0%	-	-
Machinery & equipment	176	-	(115)	61	61	-	100.0%	135	135
Biological or cultivated assets	-	-	-	-	-	-	0.0%	-	-
Software & other intangible assets	-	-	-	-	-	-	0.0%	-	-
Land & subsoil assets	-	-	-	-	-	-	0.0%	-	-
Payment for financial assets									
	-	-	171	171	171	-	100.0%	126	126
Total	542,578	-	(28,617)	513,961	513,961	-	100.0%	469,858	469,858

Department of Correctional Services - Vote 20
 Appropriation Statement
 for the year ended 31 March 2011

PART 3

Detail per programme 7 - FACILITIES

Details per Sub-Programme	2010/11						2009/10		
	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
7.1 PPP Prisons									
Current payments	578,463		646	579,109	579,109	-	100.0%	536,986	536,986
Transfers and subsidies	-		-	-	-	-	0.0%	-	-
Payments for capital assets	217,266		(197)	217,069	197,779	19,290	91.1%	194,739	194,739
Payment for financial assets	-		-	-	-	-	0.0%	-	-
7.2 Facilities Planning									
Current payments	186,575		(154,447)	32,128	32,128	-	100.0%	54,086	54,086
Transfers and subsidies	-		-	-	-	-	0.0%	-	-
Payments for capital assets	730,653		3,544	734,197	501,787	232,410	68.3%	746,348	699,911
Payment for financial assets	-		-	-	-	-	0.0%	-	-
7.3 Building and Maintenance									
Current payments	157,079		28,461	185,540	185,540	-	100.0%	130,276	130,276
Transfers and subsidies	1,796		(1,212)	584	584	-	100.0%	810	810
Payments for capital assets	3,246		742	3,988	858	3,130	21.5%	16,741	16,741
Payment of financial assets	-		53	53	53	-	100.0%	234	234
Total	1,875,078	-	(122,410)	1,752,668	1,497,838	254,830	85.5%	1,680,220	1,633,783

Department of Correctional Services - Vote 20
 Appropriation Statement
 for the year ended 31 March 2011

Detail per programme 7 - FACILITIES

Programme 7 Per Economic classification	2010/11						2009/10		
	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
Current payments									
Compensation of employees	85,644		9,500	95,144	95,144	-	100.0%	87,919	87,919
Goods and services	836,473		(134,840)	701,633	701,633	-	100.0%	633,429	633,429
Interest and rent on land	-		-	-	-	-	0.0%	-	-
Transfers & subsidies									
Provinces & municipalities	-		-	-	-	-	0.0%	-	-
Dept agencies & accounts	-		-	-	-	-	0.0%	-	-
Universities & Technikons	-		-	-	-	-	0.0%	-	-
Foreign governments & international organisations	-		-	-	-	-	0.0%	-	-
Public corporations & private enterprises	-		-	-	-	-	0.0%	-	-
Non-profit institutions	-		-	-	-	-	0.0%	-	-
Households	1,796		(1,212)	584	584	-	100.0%	810	810
Gifts and donations	-		-	-	-	-	0.0%	-	-
Payment for capital assets									
Buildings & other fixed structures	950,939		3,456	954,395	699,565	254,830	73.3%	956,907	910,470
Machinery & equipment	226		633	859	859	-	100.0%	921	921
Biological or cultivated assets	-		-	-	-	-	0.0%	-	-
Software & other intangible assets	-		-	-	-	-	0.0%	-	-
Land & subsoil assets	-		-	-	-	-	0.0%	-	-
Payment for financial assets									
	-		53	53	53	-	100.0%	234	234
Total	1,875,078	-	(122,410)	1,752,668	1,497,838	254,830	85.5%	1,680,220	1,633,783

PART 3 Department of Correctional Services - Vote 20
Notes to Appropriation Statement
for the year ended 31 March 2011

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

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

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

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

3. Detail on financial transactions in assets and liabilities

Detail of these transactions per programme can be viewed in note 7 to Financial transactions in assets and liabilities to the annual financial statements.

4. Explanations of material variances from Amounts Voted (after virement):

4.1 Per programme:	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%

Programme name

ADMINISTRATION	4,314,780	4,075,865	238,915	5.5%
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Explanation of variance :The net underspending is mainly due to savings under Compensation of Employees as a result of lower than anticipated expenditure due to appointments not materialising before financial year end and vacancies resulting from natural attrition as well as Goods and Services due to finalisation of the State Information Technology Association (SITA) service level agreements late in the financial year resulting in delayed finalisation of payments.

Per programme:	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%

Programme name

SECURITY	5,141,180	4,988,233	152,947	3.0%
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Explanation of variance: The net underspending is mainly due to savings under Compensation of Employees as a result of lower than anticipated expenditure due to appointments not materialising before financial year end and vacancies resulting from natural attrition.

Per programme:	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%

Programme name

CARE	1,752,711	1,682,259	70,452	4.0%
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Explanation of variance: The net underspending is mainly due to savings under Compensation of Employees as a result of lower than anticipated expenditure due to appointments not materialising before financial year end and vacancies resulting from natural attrition. The underspending for Machinery and equipment under Nutritional services and Health care services arose where bids were completed but the deliveries were not finalised by suppliers and the payments could not be made.

Department of Correctional Services - Vote 20
Notes to Appropriation Statement
for the year ended 31 March 2011

Per programme:	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%
Programme name				
DEVELOPMENT	535,327	523,849	11,478	2.1%

Explanation of variance: The net underspending is mainly due to Machinery and equipment under plant production and environmental management which arose where bids were completed but the deliveries were not finalised by suppliers and the payments could not be made.

Per programme:	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%
Programme name				
FACILITIES	1,752,668	1,497,838	254,830	14.5%

Explanation of variance: The net underspending is mainly due to lower than anticipated expenditure under Buildings and other fixed structures which arose from the slow progress and poor workmanship by DPW contractors, delays in DPW tender processes and appointment of contractors as well as a delay in the approval of a site valuation. Incomplete work-in-progress projects under the capital works programme were requested by the Department for roll-over to the 2011/2012 financial year.

4.2 Per economic classification:	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%
Current expenditure				
Compensation of employees	9,872,266	9,506,662	365,604	3.7%
Goods and services	4,112,014	4,011,774	100,240	2.4%
Transfers and subsidies				
Provinces and municipalities	2,472	2,472	-	0.0%
Departmental agencies and accounts	10,142	10,142	-	0.0%
Public corporations & private enterprises	-	-	-	0.0%
Households	51,927	51,927	-	0.0%
Payments for capital assets				
Buildings and other fixed structures	954,395	699,565	254,830	26.7%
Machinery and equipment	409,591	401,731	7,860	1.9%
Biological or cultivated assets	1,168	1,080	115	9.8%
Software & other intangible assets	8,217	8,217	-	0.0%
Financial transactions in assets and liabilities				
	5,273	5,273	-	0.0%

Explanation of variance

Compensation of Employees

The net underspending is mainly due to savings under Compensation of Employees as a result of lower than anticipated expenditure due to appointments that did not materialise before financial year end as well as vacancies resulting from natural attrition.

Goods and Services

The net underspending is mainly due to finalisation of the State Information Technology Association (SITA) service level agreements for Information Technology projects late in the financial year which ultimately resulted in the delayed finalisation of payments.

Buildings and other fixed structures

The net underspending is mainly due to lower than anticipated expenditure which arose from the slow progress and poor workmanship by Department of Public Works contractors, delays in Department of Public Works tender processes and appointment of contractors as well as a delay in the approval of a site valuation. Incomplete work-in-progress projects under the capital works programme were requested by the Department for roll-over to the 2011/2012 financial year.

Machinery and equipment

The net underspending is mainly due to bids which were completed but the deliveries were not finalised before year closure by suppliers and the payments could not be made.

Department of Correctional Services - Vote 20
Statement of Financial Performance
for the year ended 31 March 2011

	<i>Note</i>	2010/11 R'000	2009/10 R'000
REVENUE			
Annual appropriation	1	15,427,465	13,834,545
Departmental revenue	2	115,418	108,478
Aid assistance	3	13,719	-
TOTAL REVENUE		15,556,602	13,943,023
EXPENDITURE			
Current expenditure			
Compensation of employees	4	9,506,662	9,065,549
Goods and services	5	4,011,774	3,573,028
Aid assistance	3	1,314	1,069
Total current expenditure		13,519,750	12,639,646
Transfers and subsidies			
Transfers and subsidies	7	64,541	47,263
Total Transfers and subsidies		64,541	47,263
Expenditure for capital assets			
Tangible capital assets	8	1,102,377	954,846
Software and other intangible assets	8	8,216	35,534
Total expenditure for capital assets		1,110,593	990,380
Payment for financial assets	6	5,273	11,151
TOTAL EXPENDITURE		14,700,157	13,688,440
SURPLUS/(DEFICIT) FOR THE YEAR		856,445	254,583
Reconciliation of Net Surplus/(Deficit) for the year			
Voted Funds		728,622	147,202
Annual appropriation		728,622	147,202
Departmental revenue	2	115,418	108,478
Aid assistance	3	12,405	(1,097)
SURPLUS/(DEFICIT) FOR THE YEAR		856,445	254,583

PART 3 Department of Correctional Services - Vote 20
Statement of Financial Position
as at 31 March 2011

	<i>Note</i>	2010/11 R'000	2009/10 R'000
ASSETS			
Current assets		774,249	585,055
Unauthorised expenditure	9	483,821	483,821
Cash and cash equivalents	10	193,447	1,500
Prepayments and advances	11	1	69
Receivables	12	96,980	99,665
TOTAL ASSETS		774,249	585,055
LIABILITIES			
Current liabilities		746,561	555,907
Voted funds to be surrendered to the Revenue Fund	13	728,622	147,202
Departmental revenue to be surrendered to the Revenue Fund	14	3,696	5,082
Bank overdraft	15	-	399,982
Payables	16	1,838	3,134
Aid assistance repayable	3	12,405	507
TOTAL LIABILITIES		746,561	555,907
NET ASSETS		27,688	29,148
Represented by:			
Recoverable revenue		27,688	29,148
TOTAL		27,688	29,148

Department of Correctional Services - Vote 20
Statement of Changes in Net Assets
for the year ended 31 March 2011

	<i>Note</i>	2010/11 R'000	2009/10 R'000
Recoverable revenue			
Opening balance		29,148	28,959
Transfers		(1,460)	189
Debts recovered (included in departmental receipts)		(1,460)	189
Closing balance		27,688	28,959
TOTAL		27,688	29,148

Cash Flow Statement
for the year ended 31 March 2011

	<i>Note</i>	2010/11 R'000	2009/10 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		15,555,834	13,941,621
Annual appropriated funds received	1.1	15,427,465	13,834,545
Departmental revenue received	2	114,650	107,076
Aid assistance	3	13,719	-
Net (increase)/ decrease in working capital		1,457	(27,278)
Surrendered to Revenue Fund		(264,006)	(71,420)
Surrendered to RDP Fund/Donor		(507)	-
Current payments		(13,519,750)	(12,639,646)
Payments for financial assets		(5,273)	(11,151)
Transfers and subsidies paid		(64,541)	(47,263)
Net cash flow available from operating activities	17	1,703,214	1,144,863
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	8	(1,110,593)	(990,380)
Proceeds from sale of capital assets	2.4	768	1,402
Net cash flows from investing activities		(1,109,825)	(988,978)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/ (decrease) in net assets		(1,460)	189
Net cash flows from financing activities		(1,460)	189
Net increase/ (decrease) in cash and cash equivalents		591,929	156,074
Cash and cash equivalents at beginning of period		(398,482)	(554,556)
Cash and cash equivalents at end of period	18	193,447	(398,482)

PART 3 Department of Correctional Services - Vote 20
Notes to the Annual Financial Statements
for the year ended 31 March 2011

1. Annual Appropriation

1.1 Annual Appropriation	2010/2011		Funds not requested/ not re- ceived	Appropri- ation Received 2009/10
Programmes	Final Appropri- ation R'000	Actual Funds Received R'000	R'000	R'000
Administration	4,314,780	4,056,915	257,865	3,517,059
Security	5,141,180	5,179,488	(38,308)	4,899,852
Corrections	1,416,838	1,457,440	(40,602)	1,252,812
Care	1,752,711	1,756,956	(4,245)	1,558,659
Development	535,327	559,010	(23,683)	456,085
Social Reintegration	513,961	542,578	(28,617)	469,858
Facilities	1,752,668	1,875,078	(122,410)	1,680,220
Total	15,427,465	15,427,465	-	13,834,545

2. Departmental Revenue

	Note	2010/11 R'000	2009/10 R'000
Sales of goods and services other than capital assets	2.1	43,185	42,560
Fines, penalties and forfeits	2.2	16,071	15,694
Interest, dividends and rent on land	2.3	1,224	753
Sales of capital assets	2.4	768	1,402
Financial transactions in assets and liabilities	2.5	54,170	47,926
Transfer received	2.6	-	143
Total revenue collected		115,418	108,478
Departmental Revenue collected		115,418	108,478

2.1 Sales of goods and services other than capital assets

	2		
Sales of goods and services produced by the department		41,095	40,769
Sales by market establishment		24,981	21,942
Administrative fees		-	-
Other sales		16,114	18,827
Sales of scrap, waste and other used current goods		2,090	1,791
Total		43,185	42,560

2.2 Fines, penalties and forfeits

	2		
Fines		15,889	15,551
Forfeits		182	143
Total		16,071	15,694

2.3 Interest, dividends and rent on land

	2		
Interest		1,224	753
Total		1,224	753

Department of Correctional Services - Vote 20
Notes to the Annual Financial Statements
for the year ended 31 March 2011

	<i>Note</i>	2010/11 R'000	2009/10 R'000
2.4 Sales of capital assets	2		
Tangible assets			
Machinery and equipment		768	1,402
Total		768	1,402
2.5 Transactions in financial assets and liabilities	2		
Receivables		39,291	38,585
Stale cheques written back		797	822
Other receipts including recoverable revenue		14,082	8,519
Total		54,170	47,926
2.6 Transfers received	2		
Public corporations and private enterprises		-	143
Total		-	143
3. Aid assistance			
3.1 Assistance received in cash from RDP			
Foreign			
Opening Balance		507	1,604
Revenue		13,719	-
Expenditure		(1,314)	(1,097)
Current		(1,314)	(1,069)
Capital		-	(28)
Prepayments		-	-
Surrendered to the RDP		(507)	-
Closing Balance		12,405	507
3.2 Total			
Opening Balance		507	1,604
Revenue		13,719	-
Expenditure		(1,314)	(1,097)
Current		(1,314)	(1,069)
Capital		-	(28)
Prepayments		-	-
Surrendered to the RDP		(507)	-
Closing balance		12,405	507
Analysis of balance			
Aid assistance repayable		12,405	(507)
RDP		12,405	(507)
Closing balance		12,405	(507)

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	Note	2010/11 R'000	2009/10 R'000
4. Compensation of employees			
4.1 Salaries and wages			
Basic salary		6,188,250	5,630,689
Performance award		80,875	18,262
Service Based		20,879	12,051
Compensative/circumstantial		261,732	827,630
Periodic payments		25,727	25,103
Other non-pensionable allowances		967,081	834,923
Total		7,544,544	7,348,658
4.2 Social contributions			
Employer contributions			
Pension		983,540	901,659
Medical		976,329	813,938
UIF		33	44
Bargaining council		2,216	1,250
Total		1,962,118	1,716,891
Total compensation of employees		9,506,662	9,065,549
Average number of employees		40,426	41,390
5. Goods and services			
Administrative fees		3,479	6,720
Advertising		15,697	5,428
Assets less than R5,000	5.1	40,575	33,357
Bursaries (employees)		397	2,593
Catering		9,540	8,753
Communication		80,576	90,335
Computer services	5.2	142,922	84,010
Consultants, contractors and agencies/outsourced services	5.3	519,969	637,845
Entertainment		224	216
Audit cost - external	5.4	37,533	41,257
Fleet services		32,874	24,872
Inventory	5.5	792,216	828,716
Operating leases		1,319,861	1,138,978
Owned and leasehold property expenditure	5.6	807,254	465,807
Transport provided as part of the departmental activities		2,891	2,938
Travel and subsistence	5.7	181,392	185,383
Venues and facilities		3,815	4,986
Training & staff development		591	470
Other operating expenditure	5.8	19,968	10,364
Total		4,011,774	3,573,028
5.1 Assets less than R5,000	5		
Tangible assets		40,575	33,357
Biological assets		6,870	5,510
Machinery and equipment		33,705	27,847
Total		40,575	33,357

Department of Correctional Services - Vote 20
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	Note	2010/11 R'000	2009/10 R'000
5.2 Computer Services	5		
SITA computer services		130,652	57,253
External computer service providers		12,270	26,757
Total		142,922	84,010
5.3 Consultants, contractors and agency/outsourced services	5		
Business and advisory services		24,669	145,655
Infrastructure and planning		2,247	441
Laboratory services		13,950	10,643
Legal costs		26,020	24,488
Contractors		44,012	123,128
Agency and support/outsourced services		409,071	333,490
Total		519,969	637,845
5.4 Audit cost-external	5		
Regularity audits		36,032	38,919
Performance audits		307	1,051
Other audits		1,194	1,287
Total		37,533	41,257
5.5 Inventory	5		
Learning and teaching support material		3,455	1,077
Food and food supplies		321,845	342,592
Fuel, oil and gas		19,723	21,526
Other consumables materials		252,310	261,769
Maintenance material		91,145	100,225
Stationery and Printing		52,064	47,381
Medical Supplies		51,661	54,119
Military stores		13	27
Total		792,216	828,716
5.6 Property payments	5		
Municipal services		683,418	412,517
Property maintenance and repairs		120,201	49,781
Other		3,635	3,509
Total		807,254	465,807
5.7 Travel and subsistence	5		
Local		178,976	182,107
Foreign		2,416	3,276
Total		181,392	185,383
5.8 Other operating expenditure	5		
Professional bodies, membership and subscription fees		103	252
Resettlement costs		4,334	3,933
Other		15,531	6,179
Total		19,968	10,364

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	<i>Note</i>	2010/11 R'000	2009/10 R'000
6. Payments for financial assets			
Other material losses written off	6.1	3,387	9,185
Debts written off	6.2	1,886	1,966
Total		5,273	11,151
6.1 Other material losses	6		
Nature of losses			
State vehicles		2,922	5,009
Claims		218	3,119
Other		247	1,057
Total		3,387	9,185
6.2 Debts written off	6		
Nature of debts written off			
Overpaid salaries		532	418
Leave without pay		70	220
Tax debt		58	158
State Guarantees		1,020	224
Other		206	946
Total		1,886	1,966
7. Transfers and subsidies			
Provinces and municipalities	<i>Annexure 1A</i>	2,472	2,241
Departmental agencies and accounts	<i>Annexure 1B</i>	10,142	-
Public corporations and private enterprises	<i>Annexure 1C</i>	-	240
Households	<i>Annexure 1D</i>	51,927	44,782
Total		64,541	47,263
8. Expenditure for capital assets			
Tangible assets		1,102,377	954,846
Buildings and other fixed structures	30.2	699,565	910,469
Machinery and equipment	30.2	401,731	44,217
Biological assets		1,081	160
Software and other intangible assets		8,216	35,534
Capitalised Development Costs	31.2	8,216	32,203
Computer software		-	3,331
Total		1,110,593	990,380
The following amounts have been included as project costs in Expenditure for capital assets			
Compensation of employees		-	16,278
Total		-	16,278

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8.1 Analysis of funds utilised to acquire capital assets - 2010/11

	Voted Funds R'000	Aid assistance R'000	TOTAL R'000
Tangible assets	1,102,377	-	1,102,377
Buildings and other fixed structures	699,565	-	699,565
Machinery and equipment	401,731	-	401,731
Biological assets	1,081	-	1,081
Software and other intangible assets	8,216	-	8,216
Capitalised development costs	8,216	-	8,216
Computer software	-	-	-
Total	1,110,593	-	1,110,593

8.2 Analysis of funds utilised to acquire capital assets - 2009/10

	Voted Funds R'000	Aid assistance R'000	TOTAL R'000
Tangible assets	954,818	28	954,846
Buildings and other fixed structures	910,469	-	910,469
Machinery and equipment	44,189	28	44,217
Biological assets	160	-	160
Software and other intangible assets	35,534	-	35,534
Capitalised development costs	32,203	-	32,203
Computer software	3,331	-	3,331
Total	990,352	28	990,380
	<i>Note</i>	2010/11 R'000	2009/10 R'000

9. Unauthorised expenditure

9.1 Reconciliation of unauthorised expenditure

Opening balance	483,821	483,821
Unauthorised expenditure - discovered in the current year	-	-
Less: Amounts approved by Parliament/Legislature (with funding)	-	-
Unauthorised expenditure awaiting authorisation	483,821	483,821

9.2 Analysis of unauthorised expenditure awaiting authorisation per economic classification

Current	483,821	483,821
Capital	-	-
Transfers and subsidies	-	-
Total	483,821	483,821

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	<i>Note</i>	2010/11 R'000	2009/10 R'000			
9.3 Analysis of unauthorised expenditure awaiting authorisation per type						
Unauthorised expenditure relating to overspending of the vote main division within the vote		483,821	483,821			
Total		483,821	483,821			
10. Cash and cash equivalents						
Consolidated Paymaster General Account		191,882	-			
Cash on hand		1,565	1,500			
Total		193,447	1,500			
11. Prepayments and advances						
Travel and subsistence		1	69			
Total		1	69			
12. Receivables						
		Less than one year R'000	One to three years R'000	Older than three years R'000	2010/11 Total R'000	2009/10 Total R'000
Claims recoverable	<i>ANNEXURE 3</i>	3025	44	(10)	3,059	4,426
Recoverable expenditure	<i>12.1</i>	9,818	16,170	7,732	33,720	32,509
Staff debtors	<i>12.2 12.3</i>	23,358	16,183	20,660	60,201	62,730
Total		36,201	32,397	28,382	96,980	99,665
12.1 Claims recoverable						
National departments					2,700	2,314
Provincial departments					359	2,112
Total					3,059	4,426
12.2 Recoverable expenditure (disallowance accounts)						
Disallowance Miscellaneous					140	(79)
Disallowance Dishonoured Cheques					(1)	8
Disallowance Damages and Losses					17,677	17,532
Disallowance Payment Fraud					4,796	4,788
Damaged vehicles					8,183	8,117
Private telephone					(6)	201
Salary disallowance accounts					2,931	1,942
Total					33,720	32,509
12.3 Staff debt						
Debt account					60,201	62,730
Total					60,201	62,730

Department of Correctional Services - Vote 20
Notes to the Annual Financial Statements
for the year ended 31 March 2011

	<i>Note</i>	2010/11 R'000	2009/10 R'000
13. Voted funds to be surrendered to the Revenue Fund			
Opening balance		147,202	-
Transfer from Statement of Financial Performance		728,622	147,202
Add: Unauthorised expenditure for current year	9	-	-
Voted funds not requested/not received		-	-
Paid during the year		(147,202)	-
Closing balance		728,622	147,202
14. Departmental revenue and NRF Receipts to be surrendered to Revenue Fund			
Opening balance		5,082	(31,976)
Transfer from Statement of Financial Performance		115,418	108,478
Paid during the year		(116,804)	(71,420)
Closing balance		3,696	5,082
15. Bank Overdraft			
Consolidated Paymaster General Account		-	399,982
		-	399,982
16. Payables – current			
Clearing accounts	16.1	1,815	3,108
Other payables	16.2	23	26
Total		1,838	3,134
16.1 Clearing accounts			
Salary accounts		2,097	3,412
Telephone control accounts		4	(131)
Other		(286)	(173)
Total		1,815	3,108
16.2 Other payables			
Rental deposits		23	26
Total		23	26

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	2010/11	2009/10
	R'000	R'000
17. Net cash flow available from operating activities		
Net surplus/(deficit) as per Statement of Financial Performance	856,445	254,583
Add back non cash/cash movements not deemed operating activities	846,769	890,280
(Increase)/decrease in receivables – current	2,685	(6,480)
(Increase)/decrease in prepayments and advances	68	102
(Increase)/decrease in other current assets	-	-
Increase/(decrease) in payables – current	(1,296)	(20,900)
Proceeds from sale of capital assets	(768)	(1,402)
Expenditure on capital assets	1,110,593	990,380
Surrenders to revenue fund	(264,006)	(71,420)
Surrenders to RDP Fund/Donor	(507)	-
Voted funds not requested/not received	-	-
Net cash flow generated by operating activities	1,703,214	1,144,863
18. Reconciliation of cash and cash equivalents for cash flow purposes		
Consolidated Paymaster General Account	191,882	(399,982)
Cash on hand	1,565	1,500
Total	193,447	(398,482)

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

	<i>Note</i>	2010/11 R'000	2009/10 R'000
19. Contingent liabilities and contingent assets			
Contingent liabilities			
Liable to			
	Nature		
Motor vehicle guarantees	Employees	-	69
Housing loan guarantees	Employees	5,407	10,169
Claims against the department	<i>ANNEXURE 2B</i>	1,332,356	1,383,315
Other departments (interdepartmental unconfirmed balances)	<i>ANNEXURE 4</i>	244	19,782
Total		<u>1,338,007</u>	<u>1,413,335</u>
20. Commitments			
Current expenditure			
Approved and contracted	*	1,054,120	961,477
Approved but not yet contracted		292,898	-
Total Commitments		<u>1,347,018</u>	<u>961,477</u>
Capital Expenditure			
Approved and contracted		220,207	2,265
Approved but not yet contracted		2,494	-
		<u>222,701</u>	<u>2,265</u>
Total Commitments		<u>1,569,719</u>	<u>963,742</u>

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

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21. Accruals			2010/11	2009/10
	30 Days	30+ Days	Total	Total
Listed by economic classification	R'000	R'000	R'000	R'000
Goods and services	82,801	32,928	115,729	76,577
Transfers and subsidies	160	5	165	4,605
Capital assets	40,644	7,859	48,503	16,539
Other	-	-	-	16
Total	123,605	40,792	164,397	97,737

	2010/11	2009/10
	R'000	R'000
Listed by programme level		
Administration	64,947	22,271
Security	107	4,614
Corrections	199	115
Care	6,155	6,236
Development	1,584	115
Social Reintegration	76	26
Facilities	91,329	64,374
Total	164,397	97,751

Confirmed balances with departments	209	96,993
Total	209	96,993

22. Employee benefits		
Leave entitlement	238,830	195,529
Service bonus (Thirteenth cheque)	276,629	261,822
Capped leave commitments		
Total	1,243,520	1,185,955

23. Lease Commitments	Build-ings and other fixed structures	Machin-ery and equip-ment	Total
Operating leases expenditure 2010/11			
Not later than 1 year	12,618	5,278	17,896
Later than 1 year and not later than 5 years	2,872	3,101	5,973
Later than five years	5,035	-	5,035
Total lease commitments	20,525	8,379	28,904

2009/2010	Build-ings and other fixed structures	Machin-ery and equip-ment	Total
Not later than 1 year	-	6,888	6,888
Later than 1 year and not later than 5 years	-	6,305	6,305
Later than five years	-	-	-
Total lease commitments	-	13,193	13,193

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	2010/11 R'000	2009/10 R'000
24. Receivables for departmental revenue		
Sales of goods and services other than capital as-sets	69	63
Total	69	63
25. Irregular expenditure		
25.1 Reconciliation of irregular expenditure		
Opening Balance	865	1,451
Add: Irregular expenditure - relating to prior year	92	-
Add: Irregular expenditure - relating to current year	994	625
Less: Amounts condoned	(914)	(788)
Less: Amounts recoverable (not condoned)	-	(423)
Irregular expenditure awaiting condonation	1,037	865
Analysis of awaiting condonation per age classification		
Current	944	625
Prior years	93	240
Total	1,037	865

Closing balance for 2009/2010 restated due to the outcome of the investigation which determined that the amount of R47 880 is not regarded as irregular expenditure.

		2010/11 R'000
25.2 Details of irregular expenditure - current year Incident	Disciplinary steps taken/criminal proceedings	
Transformation of an office into a video remand site	Official received a verbal warning	50
Payments were made to suppliers who did not declare their employment by the state or their connection with a person employed by the state or their relationship with persons involved in the evaluation and/or adjudication of the bids as per the requirements of Practice Note 7 of 2009/10	Pending investigation	944
		994

		2010/11 R'000
25.3 Details of irregular expenditure condoned		
Incident	Condoned by (condoning authority)	
Occupational Epoch for occupational health and safety training course	Accounting Officer	89
Media coverage by Motswaka	Accounting Officer	78
Forensic investigation (DIU)	Accounting Officer	69
Approval of price quotation where bids should have been invited for perishables	National Treasury	628
Transformation of an office into a video remand site	Accounting Officer	50
		914

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		2010/11
25.4 Details of irregular expenditure under investigation		R'000
Incident		
SADC workshop 2-7 June 2008 in Angola		93
Payments were made to suppliers who did not declare their employment by the state or their connection with a person employed by the state or their relationship with persons involved in the evaluation and/or adjudication of the bids as per the requirements of Practice Note 7 of 2009/10		944
		1,037

	2010/11	2009/10
	R'000	R'000
26. Fruitless and wasteful expenditure		
26.1 Reconciliation of fruitless and wasteful expenditure		
Opening balance	87	-
Fruitless and wasteful expenditure – relating to prior year	-	-
Fruitless and wasteful expenditure – relating to current year	6	87
Less: Amounts condoned	(25)	-
Fruitless and wasteful expenditure awaiting condonement	68	87

26.2 Analysis of awaiting condonement per economic classification		
Current	68	87
Capital	-	-
Transfers and subsidies	-	-
Total	68	87

26.3 Analysis of Current Year's Fruitless and wasteful expenditure

Incident	Disciplinary steps taken/criminal proceedings	
Delegates not attending EAP conference	Pending investigation	61
Interest on outstanding account for repairs	Pending investigation	1
More expensive quotation for accommodation was approved	Pending investigation	2
Quotation was incorrectly authorised and company could not deliver	Pending investigation	2
Meals of 15 officials did not attend a workshop due to transport problems	Pending investigation	1
Trip from Makhado to Randburg	Investigation finalised and the amount will be written-off	1
Total		68

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27. Key management personnel

Description	No of Individuals	2010/11 R'000	2009/10 R'000
Political Office Bearers Officials		2,847	3,186
Level 15 to 16		10,963	12,573
Level 14		21,656	23,849
Family members of key management personnel	19	3,294	3,668
Total		38,760	43,276

28. Public Private Partnership

28.1 Description of the arrangement

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

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

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

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

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

28.3 The nature and extent of:

Rights to use specified assets.

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

Intellectual Property Rights:

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

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

Obligations to provide or rights to expect provisions of services.

Contractor:

Construction of the correctional centre.

Maintenance and operation of the correctional centre for the contract period of 25 years.

Keep inmates in safe custody.

Maintaining order, discipline, control and a safe environment.

Providing decent conditions and meeting inmate's needs.

Providing structured day programmes.

Preparing inmates for return to the community.

Delivering correctional centre services.

Involvement with the community.

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Correctional Service:

To ensure that there are always inmates placed in available inmate spaces.
To pay the contractor on a monthly basis.
To manage the contract on a monthly basis.

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

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

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

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

Renewal and termination options.

Can be negotiated if so directed by Government.

Other rights and obligations.

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

	2010/11	2009/10
	R'000	R'000
Contract fee paid	774,253	728,610
Fixed component	197,778	194,731
Indexed component	576,475	533,879
 Analysis of indexed component		
Goods and Services (excluding lease payments)	576,475	533,879
 Capital/(Liabilities)		
Property	197,778	194,731
 Total	774,253	728,610
 Future obligations for the remaining period over 15 years:	1,122,874	1,317,608
 29. Impairment and other provisions		
Impairment		
Debtors	20,660	32,155
Other	7,732	8,072
Total	28,392	40,227

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30. Movable Tangible Capital Assets

30.1 Movement in Movable Tangible Capital Assets per Asset Register for the year ended 31 March 2011

	Opening balance R'000	Current Year Ad- justments to prior year bal- ances R'000	Additions R'000	Disposals R'000	Closing balance R'000
MACHINERY AND EQUIPMENT	955,267	(34,006)	706,405	287,213	1,340,453
Transport assets	452,454	7,726	602,489	270,616	792,053
Computer equipment	167,202	(13,889)	42,443	7,534	188,222
Furniture and Office equipment	69,525	(27,149)	8,669	947	50,098
Other machinery and equipment	266,086	(694)	52,804	8,116	310,080
SPECIALISED MILITARY ASSETS	7,255	(8,878)	3,841	2,218	-
Specialised military assets	7,255	(8,878)	3,841	2,218	-
BIOLOGICAL ASSETS	5,276	601	1,886	1,036	6,727
Biological assets	5,276	601	1,886	1,036	6,727
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	967,798	(42,283)	712,132	290,467	1,347,180

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30.2 Additions

Additions to Movable Tangible Capital Asset per Asset Register for the year ended 31 March 2011

	Cash R'000	Non-Cash Fair Value R'000	(Capital work in progress - current costs) R'000	Received current year, not paid (Paid cur- rent year, received prior year) R'000	Total R'000
MACHINERY AND EQUIPMENT	401,731	302,301	-	2,373	706,405
Transport assets	358,676	242,718	-	1,095	602,489
Computer equipment	8,299	34,089	-	55	42,443
Furniture and Office equipment	3,171	5,396	-	102	8,669
Other machinery and equipment	31,585	20,098	-	1,121	52,804
SPECIALISED MILITARY ASSETS	-	3,841	-	-	3,841
Specialised military assets	-	3,841	-	-	3,841
BIOLOGICAL ASSETS	1,081	805	-	-	1,886
Biological assets	1,081	805	-	-	1,886
TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS	402,812	306,947	-	2,373	712,132

Included in the additions to movable tangible capital assets of R712,132 million, is an amount of R402,812 million cash additions. The non-cash additions include inter-store transfers. The inter-store transfers are mainly due to assets bought centrally and distributed to other stores, a store having a need for an asset and another store having a surplus and also internally manufactured assets.

The net effect of inter-store transfers on LOGIS asset register is NIL, and therefore the closing balance as reflected in disclosure note 30.1 is fairly stated.

Department of Correctional Services - Vote 20
Disclosure Notes to the Annual Financial Statements
for the year ended 31 March 2011

30.3 Disposals of Movable Tangible Capital Assets per Asset Register for the year ended 31 March 2011

	Sold for cash R'000	Transfer out or de- stroyed or scrapped R'000	Total dis- posals R'000	Cash received actual R'000
MACHINERY AND EQUIPMENT	15,918	271,295	287,213	768
Transport assets	11,696	258,920	270,616	768
Computer equipment	221	7,313	7,534	-
Furniture and Office equipment	169	778	947	-
Other machinery and equipment	3,832	4,284	8,116	-
SPECIALISED MILITARY ASSETS	2,010	208	2,218	-
Specialised military assets	2,010	208	2,218	-
BIOLOGICAL ASSETS	86	950	1,036	-
Biological assets	86	950	1,036	-
TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS	18,014	272,453	290,467	768

Included in the disposals of movable tangible capital assets of R290,467 million is an amount of R18,014 million cash disposals. The non-cash disposals include inter-store transfers. When one store is transferring assets to another store it disposes the asset to the receiving store in LOGIS.

The net effect of inter-store transfers on LOGIS asset register is NIL, and therefore the closing balance as reflected in disclosure note 30.1 is fairly stated.

PART 3 Department of Correctional Services - Vote 20
Disclosure Notes to the Annual Financial Statements
for the year ended 31 March 2011

30.4 Movement for 2009/10

Movement in Movable Tangible Capital Assets per Asset Register for the year ended 31 March 2010

	Opening balance	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	871,666	116,756	32,155	956,267
Transport assets	446,607	31,164	25,317	452,454
Computer equipment	124,769	44,965	2,532	167,202
Furniture and Office equipment	62,039	9,116	1,630	69,525
Other machinery and equipment	238,251	31,511	2,676	267,086
SPECIALISED MILITARY ASSETS	8,119	320	1,184	7,255
Specialised military assets	8,119	320	1,184	7,255
BIOLOGICAL ASSETS	3,369	2,275	368	5,276
Biological assets	3,369	2,275	368	5,276
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	883,154	119,351	33,707	968,798

Department of Correctional Services - Vote 20
Disclosure Notes to the Annual Financial Statements
for the year ended 31 March 2011

30.5 Minor assets

Movement in Minor Assets per the Asset Register for the year ended 31 March 2011

	Spe- cialised military assets R'000	Intangi- ble assets R'000	Machin- ery and equip- ment R'000	Biologi- cal assets R'000	Total R'000
Opening balance	-	137	519,561	9,604	529,302
Curr Year Adjustment to Prior Yr Bal- ances	-	(228)	435	(694)	(487)
Additions	-	124	63,795	2,892	66,811
Disposal	-	(3)	(18,818)	(2,518)	(21,339)
TOTAL	-	30	564,973	9,284	574,287

	Spe- cialised military assets	Intangi- ble assets	Machin- ery and equip- ment	Biologi- cal assets	Total
Number of R1 minor assets	-	34	4,684	670	5,388
Number of minor assets at cost	-	60	657,837	6,595	664,492
TOTAL NUMBER OF MINOR ASSETS	-	94	662,521	7,265	669,880

30.6 Minor assets

Minor Assets of the Department for 31 March 2010

	Spe- cialised military assets R'000	Intangi- ble assets R'000	Machin- ery and equip- ment R'000	Biologi- cal assets R'000	Total R'000
Minor Assets	-	137	519,561	9,604	529,302
TOTAL	-	137	519,561	9,604	529,302

	Spe- cialised military assets	Intangi- ble assets	Machin- ery and equip- ment	Biologi- cal assets	Total
Number of R1 minor assets	-	24	5,578	4	5,606
Number of minor assets at cost	-	245	628,629	14,996	643,870
TOTAL NUMBER	-	269	634,207	15,000	649,476

PART 3 Department of Correctional Services - Vote 20
Disclosure Notes to the Annual Financial Statements
for the year ended 31 March 2011

31. Intangible Capital Assets

31.1 Movement in Intangible Capital Assets per Asset Register for the year ended 31 March 2011

	Opening balance	Current Year Ad- justments to prior year bal- ances	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
Capitalised Development Costs	-	-	-	-	-
Computer Software	42,155	(278)	29,738	-	71,615
TOTAL INTANGIBLE ASSETS	42,155	(278)	29,738	-	71,615

31.2 Additions

Additions to Intangible Capital Assets per Asset Register for the year ended 31 March 2011

	Cash	Non-cash	(Develop- ment work in progress - current costs)	Received current year, not paid (Paid cur- rent year, received prior year)	Total
	R'000	R'000	R'000	R'000	R'000
Capitalised Development Costs	8,216	-	(16,020)	7,804	-
Computer software	-	29,738	-	-	29,738
TOTAL	8,216	29,738	(16,020)	7,804	29,738

Department of Correctional Services - Vote 20
Disclosure Notes to the Annual Financial Statements
for the year ended 31 March 2011

31.3 Disposals

Disposals of Intangible Capital Assets per Asset Register for the period ended 31 March 2011

	Sold for cash R'000	Transfer out or de- stroyed or scrapped R'000	Total dis- posals R'000	Cash received Actual R'000
Capitalised Development Costs	-	-	-	-
Computer software	-	-	-	-
Total	-	-	-	-

31.4 Movement for 2009/10

Movement in Intangible Capital Assets per Asset Register for the year ended 31 March 2010

	Opening balance R'000	Additions R'000	Disposals R'000	Closing Balance R'000
Capitalised Development Costs	-	-	-	-
Computer software	38,824	3,331	-	42,155
TOTAL	38,824	3,331	-	42,155

32. Immovable Tangible Capital Assets

32.1 Movement In Immovable Tangible Capital Assets per Asset Register for the year ended 31 March 2011

	Opening balance R'000	Current year ad- justments to prior year bal- ances R'000	Additions R'000	Disposals R'000	Closing balance R'000
BUILDINGS AND OTHER FIXED STRUCTURES	43	(43)	-	-	-
Dwellings	-	-	-	-	-
Non-residential buildings	43	(43)	-	-	-
Other fixed structures	-	-	-	-	-
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS	43	(43)	-	-	-

PART 3 Department of Correctional Services - Vote 20
Disclosure Notes to the Annual Financial Statements
for the year ended 31 March 2011

32.2 Additions

Additions to Immovable Tangible Capital Assets per Asset Register for the year ended 31 March 2011

	Cash R'000	Non-cash R'000	(Capital work-in- progress current costs and finance lease pay- ments) R'000	Received current, not paid (Paid cur- rent year, received prior year) R'000	Total R'000
BUILDINGS AND OTHER FIXED STRUCTURES	699,565	-	(699,565)	-	-
Dwellings	403,135	-	(403,135)	-	-
Non-residential buildings	60,688	-	(60,688)	-	-
Other fixed structures	235,742	-	(235,742)	-	-
TOTAL ADDITIONS TO IMMOVABLE TANGIBLE CAPITAL ASSETS	699,565	-	(699,565)	-	-

32.3 Disposals

Disposals of Immovable Tangible Capital Assets per Asset Register for the year ended 31 March 2011

	Sold for cash R'000	Transfer out or de- stroyed or scrapped R'000	Total dis- posals R'000	Cash received Actual R'000
BUILDINGS AND OTHER FIXED STRUCTURES	-	-	-	-
Dwellings	-	-	-	-
Non-residential buildings	-	-	-	-
Other fixed structures	-	-	-	-
TOTAL DISPOSAL OF IMMOVABLE TANGIBLE CAPITAL ASSETS	-	-	-	-

Department of Correctional Services - Vote 20
 Disclosure Notes to the Annual Financial Statements
 for the year ended 31 March 2011

32.4 Movement for 2009/10

Movement in Immovable Tangible Capital Assets per Asset Register for the year ended 31 March 2010

	Opening balance	Additions	Dispos- als	Closing balance
	R'000	R'000	R'000	R'000
BUILDINGS AND OTHER FIXED STRUCTURES	43	-	-	43
Dwellings	-	-	-	-
Non-residential buildings	43	-	-	43
Other fixed structures	-	-	-	-
HERITAGE ASSETS	-	-	-	-
Heritage assets	-	-	-	-
TOTAL TANGIBLE CAPITAL ASSETS	43	-	-	43

ANNEXURE 1A

STATEMENT OF UNCONDITIONAL GRANTS AND TRANSFERS TO MUNICIPALITIES

Name of municipality	Grant allocation			Transfer			Spent			2009/10 Total Available
	Amount R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	% of Available Funds Transferred %	Amount received by municipality R'000	Amount spent by municipality R'000	% of available funds spent by municipality %	
Various municipalities	-	-	-	-	2,472	-	-	-	-	2,241
Total	-	-	-	-	2,472	-	-	-	-	2,241

ANNEXURE 1B

STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

Department/ agency/account	Transfer allocation				Transfer		2009/10 Final Appropriation Act 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 %	
SASSETA	-	-	-	-	10,142	-	-
Total	-	-	-	-	10,142	-	-

ANNEXURE 1C

STATEMENT OF TRANSFERS/SUBSIDIES TO PUBLIC CORPORATIONS AND PRIVATE ENTERPRISES

Name of public corporation/private enterprise)	Transfer allocation			Expenditure			2009/10 Total Available R'000		
	Adjusted Appropriation Act R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	Available Funds Transferred %		Capital R'000	Current R'000
Private Enterprises									
Transfers									
Non life Insurance	-	-	-	-	-	-	-	-	240
TOTAL	-	-	-	-	-	-	-	-	240

ANNEXURE 1D

STATEMENT OF TRANSFERS TO HOUSEHOLDS

Non profit organisation	Transfer allocation			Expenditure			2009/10 Final Appropriation Act R'000
	Adjusted Appropriation Act R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	% of Available Transferred %	
Transfers							
Leave gratuity	7,729	-	30,174	37,903	37,903	-	31,269
Poverty relief	1,283	-	(415)	868	868	-	1,015
Prisoner Gratuity (Pocket money)	12,445	-	(89)	12,356	12,356	-	12,498
Post Retirement Benefit	-	-	800	800	800	-	-
Total	21,457	-	30,470	51,927	51,927	-	44,782

Department of Correctional Services - Vote 20
Annexures to the Annual Financial Statement
for the year ended 31 March 2011

PART 3

ANNEXURE 1E

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

Name of organisation	Nature of gift, donation or sponsorship	2010/11 R'000	2009/10 R'000
Received in cash			
Open Society Foundation	Development of an electronic tool to monitor the implementation of the Correctional Services Act 111 of 1998	-	143
Subtotal		-	143
Received in kind			
Various private persons	Animals	-	8
Various private persons	Sport and recreation	41	257
Various private companies	Computer equipment and software	17	80
Various private persons/companies	Books	37	3
Various private persons	Food and related products	2	7
Various private persons	Toiletries	19	-
Various private persons/companies	Electrical appliances	251	345
Various private persons/companies	Toys, baby accessories and recreation	32	11
Various private persons/companies	Other	76	54
Open Society Foundation	Development of an electronic tool to monitor the implementation of the Correctional Services Act 111 of 1998	296	344
Subtotal		771	1,109
TOTAL		771	1,252

ANNEXURE 1F

STATEMENT OF LOCAL AND FOREIGN AID ASSISTANCE RECEIVED

Name of donor	Purpose	Opening Balance R'000	Revenue R'000	Expenditure R'000	Closing Balance R'000
Received in cash					
United States of America's President's Emergency plan for AIDS relief (PEPFAR) in Africa	Prevention and controlling of HIV/AIDS and infectious diseases	507	13,212	1,314	12,405
TOTAL		507	13,212	1,314	12,405

Department of Correctional Services - Vote 20
 Annexures to the Annual Financial Statement
 for the year ended 31 March 2011

ANNEXURE 1G

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE REMISSIONS, REFUNDS AND PAYMENTS MADE AS AN ACT OF GRACE

Nature of gift, donation or sponsorship	2010/11 R'000	2009/10 R'000
Made in kind		
Corporate gifts to private persons	-	1
Poverty alleviation (clothing and food) to private or-ganisations	415	267
Other	146	1
Subtotal	561	269
Total	561	269

ANNEXURE 2A

STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2011 - LOCAL

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount R'000	Opening Balance 01/04/2010 R'000	Guarantee drawdowns during the year R'000	Guarantee repayments/cancelled/reduced/released during the year R'000	Currency Revaluations R'000	Closing balance 31/03/2011 R'000	Guaranteed interest outstanding 31/03/2011 R'000	Realised losses not recoverable, i.e. claims paid out R'000
Stannic fleet Management	Motor Vehicles Motor Vehicles	221	69	-	69	-	-	-	-
	Subtotal	221	69	-	69	-	-	-	-
Standard Bank	Housing Housing	2,711	2,711	95	1,190	-	1,616	-	-
Nedbank Limited	Housing	154	154	-	154	-	-	-	-
FirstRand Bank	Housing	731	731	70	366	-	435	-	-
Nedbank (INC B)	Housing	135	135	-	135	-	-	-	-
Meeg Bank Limited	Housing	82	82	-	-	-	82	-	-
ABSA	Housing	1,544	1,544	405	475	-	1,474	-	-
Unique Finance	Housing	64	64	-	45	-	19	-	-
Old Mutual Finance	Housing	375	375	-	357	-	18	-	-
Peoples Bank FB	Housing	209	209	-	209	-	-	-	-
Nedbank LTD (NBS)	Housing	1,064	1,064	-	1,064	-	-	-	-
FNB-Former Saambou	Housing	1,421	1,421	-	301	-	1,120	-	-
Old Mutual (NEDB/P)	Housing	348	348	-	337	-	11	-	-
TNBS Mutual Bank	Housing	25	25	-	25	-	-	-	-
Ithala Limited	Housing	696	696	-	248	-	448	-	-

Department of Correctional Services - Vote 20
Annexures to the Annual Financial Statement
for the year ended 31 March 2011

ANNEXURE 2A Continued

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount R'000	Opening Balance 01/04/2010 R'000	Guarantee drawdowns during the year R'000	Guarantee repayments/cancelled/reduced/released during the year R'000	Currency Revaluations R'000	Closing balance 31/03/2011 R'000	Guaranteed interest outstanding 31/03/2011 R'000	Realised losses not recoverable, i.e. claims paid out R'000
Free State Dev Cor	Housing	52	52	-	-	-	52	-	-
North West Housing Corp	Housing	6	6	-	-	-	6	-	-
Housing Dev Board	Housing	7	7	-	-	-	7	-	-
Community Bank	Housing	11	11	-	-	-	11	-	-
NP Development Cor	Housing	40	40	-	-	-	40	-	-
Green Start Home Loans	Housing	89	89	-	53	-	36	-	-
NHFC (Masikheni)	Housing	32	32	-	-	-	32	-	-
Subtotal		9,796	9,796	570	4,959	-	5,407	-	-
Total		10,017	9,865	570	5,028	-	5,407	-	-

Department of Correctional Services - Vote 20
Annexures to the Annual Financial Statement
for the year ended 31 March 2011

ANNEXURE 2B

STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2011

Nature of Liability	Opening Balance 01/04/2010	Liabilities in- curred during the year	Liabilities paid/can- celled/re- duced during the year	Liabilities recoverable	Closing Balance 31/03/2011
	R'000	R'000	R'000	R'000	R'000
Claims against the department					
Damages	15,144	650	13,950	-	1,844
Damages HIV	3,455	-	455	-	3,000
Defamation	1,795	500	760	-	1,535
Bodily Injury/Assault	986,598	7,665	17,889	-	976,374
Unlawful Detention	176,235	7,417	11,768	-	171,884
Compensation	25,107	-	-	-	25,107
Death in detention	14,130	-	830	-	13,300
Claim for legal cost	40,004	-	40,004	-	0
Unlawful Deduction	10	251	1	-	260
Unpaid Rental	1,326	-	-	-	1,326
Breach of Contract	3,048	29	96	-	2,981
Rape	4,089	370	-	-	4,459
Pain and suffering	10,937	1,860	-	-	12,797
Damages to properties	2,494	147	61	-	2,580
Motor accidents	3,852	1,941	-	-	5,793
Other	95,091	14,025	-	-	109,116
TOTAL	1,383,315	34,855	85,814	0	1,332,356

ANNEXURE 3

CLAIMS RECOVERABLE

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2011 R'000	31/03/2010 R'000	31/03/2011 R'000	31/03/2010 R'000	31/03/2011 R'000	31/03/2010 R'000
Department						
Agriculture	-	-	256	-	256	-
Arts and Culture	-	-	-	28	-	28
Communication	-	-	3	-	3	-
Cooperative Governance	-	-	29	-	29	-
Defence	-	-	185	143	185	143
Education	-	-	5	70	5	70
Education-Gauteng	3	-	-	-	3	-
Finance-Gauteng	3	-	-	-	3	-
Foreign Affairs	-	-	-	-	-	-
GEPF	-	-	2	18	2	18
Health	-	-	8	1,197	8	1,197
Health and Social Development-Gauteng	-	-	24	-	24	-
Home Affairs	-	-	125	366	125	366
Housing	-	-	-	-	-	-
Human Settlement	-	-	3	-	3	-
International Relations	-	-	-	50	-	50
Justice	2	-	-	1,204	2	1,204
Labour	-	-	-	70	-	70
Land Affairs	-	-	-	-	-	-
Limpopo Provincial Department	-	-	18	18	18	18
Mineral Resources	-	-	1	-	1	-
National Prosecuting Authority	-	-	2	43	2	43
National Treasury	2	-	-	32	2	32

ANNEXURE 3 Continued

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2011	31/03/2010	31/03/2011	31/03/2010	31/03/2011	31/03/2010
	R'000	R'000	R'000	R'000	R'000	R'000
Department						
Office of the Premier-Limpopo	8	-	-	-	8	-
Public Enterprise	-	-	3	18	3	18
Public Service Administration	-	-	1	-	1	-
Public Works	-	-	968	81	968	81
Public Works-Nelspruit	61	-	-	-	61	-
Rural Development	-	-	1	20	1	20
Safety and Security	-	-	-	29	-	29
SAPS	-	-	-	-	-	-
SASSA	-	-	10	44	10	44
Social Development	-	-	7	-	7	-
Sport and Recreation	-	-	-	6	-	6
Statistics SA	-	-	2	-	2	-
Tourism	-	-	14	-	14	-
Trade and Industry	-	-	-	7	-	7
Transport	-	-	1	-	1	-
Water Affairs and Forestry	-	-	1,059	982	1,059	982
Water Affairs-Gauteng	-	-	139	-	139	-
Palama	-	-	11	-	11	-
Water Affairs-Mpumalanga	-	-	103	-	103	-
Sub Total	79	-	2,980	4,426	3,059	4,426

ANNEXURE 4

INTER-GOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2011	31/03/2010	31/03/2011	31/03/2010	31/03/2011	31/03/2010
	R'000	R'000	R'000	R'000	R'000	R'000
DEPARTMENTS						
Current						
Agriculture Conservation and Environment North West	-	-	-	3	-	3
Agriculture Limpopo	-	-	11	-	11	-
Arts and Culture	-	-	-	3	-	3
Education	10	-	3	10	13	10
Foreign Affairs	-	-	-	17	-	17
Health Free State	-	3	-	-	-	3
Health Limpopo	-	-	25	-	25	-
Health North West	5	-	-	128	5	128
Home Affairs	-	-	13	-	13	-
Housing Gauteng	-	-	-	-	-	-
Justice and Constitutional Development	45	-	-	51	45	51
Labour	26	-	-	-	26	-
Presidency	72	-	-	4	72	4
Public Administration Leadership and Management	-	-	-	1	-	1
Public Service and Administration	26	-	-	68	26	68
Public Works	-	96,990	-	19,423	-	116,413
SAPS	-	-	69	-	69	-
SASSA	-	-	6	39	6	39
Science and Technology	-	-	-	5	-	5
Social Development Eastern Cape	25	-	-	-	25	-
Social Development Kwazulu Natal	-	-	117	30	117	30
Total	209	96,993	244	19,782	453	116,775

Department of Correctional Services - Vote 20
Annexures to the Annual Financial Statement
for the year ended 31 March 2011

ANNEXURE 5

INVENTORY

Inventory

	2010/11		2009/10	
	Quantity	R'000	Quantity	R'000
Opening balance	196,814,501	810,576	504,643,577	526,338
Add/(Less): Adjustments to prior year balances	(10,320,686)	(12,098)	(103,886,900)	3,421,004
Add: Additions/Purchases - Cash	1,114,829,540	1,326,690	955,714,194	828,716
Add: Additions - Non-cash	319,631,630	400	83,915,762	1,370
(Less): Disposals	(6,310,405)	(12,910)	(13,734,645)	(45,110)
(Less): Issues	(1,419,284,397)	(1,880,165)	(1,229,261,863)	(1,250,900)
Add/(Less): Adjustments	(2,649,498)	326,514	(46,822)	(2,666,673)
Closing balance	192,710,685	559,007	197,343,303	814,745

Note

Total quantity of the opening balance re-stated by 528,802
Total value of the opening balance re-stated by 4,169



Part 4: Human Resource Management

4.1 Public Service Regulations

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

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

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

Annual reports are produced after the end of the financial year. This is aimed at strengthening the accountability of departments to key stakeholders.

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

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

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

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

4.2. Compensation of Employees Expenditure

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

TABLE 4.2.1 – Personnel costs by programme, 2010/11

Programme	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Professional and Special Services (R'000)	Personnel cost as a percent of total expenditure	Average personnel cost per employee (R'000)
1 Administration	4,075,895	1,698,880	25,467,510.21	0	41.7%	312
2 Security	4,988,233	4,839,044	0	0	97.0%	213
3 Facilities	1,500,726	95,144	0	0	6.3%	253
4 Care	1,682,259	703,443	0	0	41.8%	283
5 Development	520,931	319,930	0	0	61.4%	260
6 Corrections	1,416,838	1,372,009	0	0	96.8%	230
7 Social Re-integration	513,961	478,435	0	0	93.1%	252
Total	14,698,843	9,506,885	25,467,510.21	0	64.7%	237

• Please note that although the training expenditure is from the administration programme, the beneficiaries of the training are spread across all budget programmes

TABLE 4.2.2 – Personnel costs by salary bands, 2010/11

Salary bands	Personnel Expenditure (R'000)	% of total personnel cost	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	2,197	0	169,000
Skilled (Levels 3-5)	2,045,593	21.9	169,660
Highly skilled production (Levels 6-8)	5,942,031	63.6	253,197
Highly skilled supervision (Levels 9-12)	1,297,923	13.9	303,324
Senior management (Levels 13-16)	134,860	1.4	848,176
Contract (Levels 1-2)	219	0	0
Contract (Levels 3-5)	691	0	115,167
Contract (Levels 6-8)	3,295	0	156,905
Contract (Levels 9-12)	31,749	0.3	330,719
Contract (Levels 13-16)	9,177	0.1	1,019,667
Periodical Remuneration	24,621	0.3	14,859
Abnormal Appointment	14,529	0.2	10,326
TOTAL	9,506,885	100	216,499

TABLE 4.2.3 – Salaries, Overtime, Home Owners Allowance and Medical Assistance by programme, 20010/11

Pro-gramme	Salaries		Overtime		Home Owners Allow-ance		Medical Assistance	
	Amount (R'000)	Salaries as a % of personnel cost	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	HOA as a % of personnel cost	Amount (R'000)	Medical Assist-ance as a % of personnel cost
1 Admin	1,006,887	59.3	3,554	0.2	23,504	1.4	341,122	20.1
2 Sec	3,109,412	64.3	13,436	0.3	101,411	2.1	412,790	8.5
3 Fac	66,260	69.6	5	0	1,452	1.5	7,711	8.1
4 Care	498,520	70.9	-3	0	9,789	1.4	42,751	6.1
5 Dev	226,848	70.9	-4	0	4,612	1.4	23,517	7.4
6 Cor	958,523	69.9	-2	0	25,314	1.8	110,774	8.1
7 Soc Re-In	322,024	67.3	127	0	9,644	2	37,664	7.9
Total	6,188,474	65.1	17,113	0.2	175,726	1.8	976,329	10.3

TABLE 4.2.4 – Salaries, Overtime, Home Owners Allowance and Medical Assistance by salary bands, 20010/11

Salary bands	Salaries (R'000)	Salaries as % of Personnel Cost	Overtime (R'000)	Overtime as % of Personnel Cost	HOA (R'000)	HOA as % of Personnel Cost	Medical Ass. (R'000)	Medical Ass. as % of Personnel Cost
Lower skilled (Levels 1-2)	1405	64	6	0.3	66	3	311	14.2
Skilled (Levels 3-5)	1,294,513	63.3	7,800	0.4	55,582	2.7	243,515	11.9
Highly skilled produc-tion (Lev-els 6-8)	3,790,803	63.8	7,375	0.1	103,771	1.7	664,374	11.2
Highly skilled su-pervision (Levels 9-12)	951,144	73.3	1,914	0.1	14,365	1.1	66,259	5.1
Senior manage-ment (Levels 13-16)	106,351	78.9	0	0	1,912	1.4	1,781	1.3
Contract (Levels 1-2)	197	90	0	0	0	0	12	5.5
Contract (Levels 3-5)	600	86.8	0	0	3	0.4	26	3.8

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Salary bands	Salaries (R'000)	Salaries as % of Personnel Cost	Overtime (R'000)	Overtime as % of Personnel Cost	HOA (R'000)	HOA as % of Personnel Cost	Medical Ass. (R'000)	Medical Ass. as % of Personnel Cost
Contract (Levels 6-8)	3,149	95.6	18	0.5	0	0	0	0
Contract (Levels 9-12)	30,942	97.5	0	0	27	0.1	40	0.1
Contract (Levels 13-16)	8,803	95.9	0	0	0	0	11	0.1
Periodical Remuneration	-3	0	0	0	0	0	0	0
Abnormal Appointment	570	3.9	0	0	0	0	0	0
TOTAL	6,188,474	65.1	17,113	0.2	175,726	1.8	976,329	10.3

4.3. Employment and Vacancies

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment. This information is presented in terms of three key variables: - programme (Table 3.1), salary band (Table 3.2) and critical occupations (Table 3.3). Departments have identified critical occupations that need to be monitored. Table 3.3 provides establishment and vacancy information for the key critical occupations of the department.

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

TABLE 4.3.1 – Employment and vacancies by programme, 31 March 2011

Programme	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
1 Administration	8 055	5 442	32.4	26
2 Security	24 804	22 714	8.4	1
3 Facilities	531	376	29.2	0
4 Care	3 319	2 482	25.2	6
5 Development	1 675	1 230	26.6	0
6 Corrections	6 905	5 966	13.6	0
7 After care	2 047	1 898	7.3	0
Total	47 336	40 108	15.3	33

TABLE 4.3.2 – Employment and vacancies by salary bands, 31 March 2011

Salary band	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Lower skilled (Levels 1-2)	479	15	96.9	0
Skilled (Levels 3-5)	13 430	12 057	10.2	5
Highly skilled production (Levels 6-8)	27 985	23 466	16.1	1
Highly skilled supervision (Levels 9-12)	5 117	4 279	16.4	0
Senior management (Levels 13-16)	193	159	17.6	0
Contract (Levels 3-5)	6	6	0	3
Contract (Levels 6-8)	21	21	0	9
Contract (Levels 9-12)	96	96	0	9
Contract (Levels 13-16)	9	9	0	6
TOTAL	47 336	40 108	15.3	33

The figure of 47 336 is the establishment as it appears on PERSAL and includes unfunded posts. The current funded posts is 41 500.

TABLE 4.3.3 – Employment and vacancies by critical occupation, 31 March 2011

Critical occupations	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Security officers	31 430	28 883	8.1	5
Custodian personnel	9 340	6 606	29.3	4
Professional nurse	1 138	842	26	0
Financial and related professionals	280	122	56.4	0
Social work and related professionals	788	488	38.1	0
Educationists	589	416	29.4	0
Senior managers	201	165	17.9	6
Psychologists and vocational counsellors	113	55	51.3	1
TOTAL	43 879	37 577	14.4	16

N/B: As per the DPSSA guidelines, the reporting in this table should be the first top five critical occupations; however the department is submitting the first top 8.

The information in each case reflects the situation as at 31 March 2011. For an indication of changes in staffing patterns over the year under review, please refer to section 5 of this report.

4.4. Job Evaluation

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

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

TABLE 4.4.1 – Job Evaluation, 1 April 2010 to 31 March 2011

Salary band	Number of posts	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Lower skilled (Levels 1-2)	479	0	0	0	0	0	0
Skilled (Levels 3-5)	13 430	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	27 985	3	0	1	33.3		
Highly skilled supervision (Levels 9-12)	5 117	5	0.1	0	0	0	0
Senior Management Service Band A	146	0	0	0	0	0	0
Senior Management Service Band B	31	2	6.5	0	0	0	0
Senior Management Service Band C	13	1	7.7	0	0	0	0
Senior Management Service Band D	3	0	0	0	0	0	0
Total	47 204	11	0.02%	1	9.1%	0	0

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

TABLE 4.4.2 – Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2010 to 31 March 2011

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

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

TABLE 4.4.3 – Employees whose salary level exceed the grade determined by job evaluation, 1 April 2010 to 31 March 2011 (in terms of PSR 1.V.C.3)

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Inspectorate	5	SR09	SR10	Court ruling.
Total Number of Employees whose salaries exceeded the level determined by job evaluation in 2010/11				5
Percentage of total employment				0.01

TABLE 4.4.4 – Profile of employees whose salary level exceed the grade determined by job evaluation, 1 April 2010 to 31 March 2011 (in terms of PSR 1.V.C.3)

Beneficiaries	African	Asian	Coloured	White	Total
Female					
Male	3	1		1	5
Total	3	1		1	5

4.5. Employment Changes

This section provides information on changes in employment over the financial year. Turnover rates provide an indication of trends in the employment profile of the department. The following tables provide a summary of turnover rates by salary band (Table 5.1) and by critical occupations (Table 5.2). (These “critical occupations” should be the same as those listed in Table 3.3).

TABLE 4.5.1 – Annual turnover rates by salary band for the period 1 April 2010 to 31 March 2011

Salary Band	Number of employees per band as on 1 April 2010	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Lower skilled (Levels 1-2),	8	7	1	12.5
Skilled (Levels 3-5)	12 252	12	178	1.5
Highly skilled production (Levels 6-8)	24 296	112	687	2.8
Highly skilled supervision (Levels 9-12)	4 042	43	134	3.3
Senior Management Service Band A	131	1	9	6.9
Senior Management Service Band B	25	0	3	12
Senior Management Service Band C	10	0	3	30
Senior Management Service Band D	2	2	0	0
Contract (Levels 1-2)	0	4	6	0
Contract (Levels 3-5)	11	2	3	27.3
Contract (Levels 6-8)	21	23	17	81
Contract (Levels 9-12)	91	50	56	61.5
Contract (Band A)	6	0	5	83.3
Contract (Band B)	4	4	4	100
Contract (Band C)	2	1	1	50
Total	40 901	261	1 107	2.7

TABLE 4.5.2 – Annual turnover rates by critical occupation for the period 1 April 2010 to 31 March 2011

Critical Occupation	Number of employees per occupation as on 1 April 2010	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Security officers	28 853	17	770	2.7
Custodian personnel	6 581	48	120	1.8
Professional nurse	840	27	28	3.3
Financial and related professionals	124	19	0	0
Social work and related professionals	486	14	20	4.1
Educationists	416	6	14	3.4
Senior managers	162	7	24	14.8
Psychologists and vocational counsellors	54	10	11	20.4
TOTAL	37 516	148	987	2.6

N/B: As per the DPSA guidelines, the reporting in this table should be the first top five critical occupations; however the department is submitting the first top 8.

Table 4.5.3 identifies the major reasons why staff left the department.

Table 4.5.3 – Reasons why staff are leaving the department

Termination Type	Number	% of total
Death	252	0.6
Resignation	280	0.7
Expiry of contract	86	0.2
Transfers	3	0
Discharged due to ill health	44	0.1
Dismissal-misconduct	174	0.4
Retirement	265	0.6
Other	3	0
TOTAL	1 107	2.7

Total number of employees who left as a % of the total employment 2.7

Table 4.5.4 – Promotions by critical occupation

Critical Occupation	Employees as at 1 April 2010	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progressions as a % of employees by occupation
Security officers	28 853	312	1.1	0	0
Custodian personnel	6 581	165	2.5	2	0
Professional nurse	840	22	2.6	0	0
Financial and related professionals	124	37	29.8	4	3.2

Critical Occupation	Employees as at 1 April 2010	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progressions as a % of employees by occupation
Social work and related professionals	486	51	10.5	198	40.7
Educationists.	416	12	2.9	5	1.2
Senior managers	162	101	62.3	14	8.6
Psychologists and vocational counsellors	54	2	3.7	0	0
TOTAL	37 516	702	1.9	223	0.6

N/B: As per the DPSA guidelines, the reporting in this table should be the first top five critical occupations; however the department is submitting the first top 8.

Table 4.5.5 – Promotions by salary band

Salary Band	Employees 1 April 2010	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Lower skilled (Levels 1-2)	8	0	0	6	75
Skilled (Levels 3-5)	12 252	70	0.6	62	0.5
Highly skilled production (Levels 6-8)	24 295	303	1.2	151	0.6
Highly skilled production (Levels 6-8)	1	0	0	0	0
Highly skilled supervision (Levels 9-12)	4 042	524	13	59	1.5
Senior management (Levels 13-16)	168	134	79.8	19	11.3
Contract (Levels 3-5)	11	0	0	0	0
Contract (Levels 6-8)	21	1	4.8	0	0
Contract (Levels 9-12)	91	3	3.3	0	0
Contract (Levels 13-16)	12	0	0	0	0
TOTAL	40 901	1 035	2.5	297	0.7

4.6. Employment Equity

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

4.6.1 – Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2011

Occupational categories (SASCO)	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	67	15	3	12	34	2	2	5	140
Professionals	309	47	5	54	566	123	15	106	1 225
Technicians and associate professionals	901	215	30	519	1 227	272	37	324	3 525
Clerks	1 416	289	29	321	531	78	9	118	2 791
Service and sales workers	16 603	3 526	393	3 447	6 217	1 067	135	429	31 817
Skilled agriculture and fishery workers									
Craft and related trades workers	156	117	15	233	8	0	0	0	529
Plant and machine operators and assemblers									
Elementary occupations	44	7	0	23	7	0	0	0	81
Total	19 496	4 216	475	4 609	8 590	1 542	198	982	40 108
Employees with disabilities	96	14	0	29	69	7	1	5	221

4.6.2 – Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2011

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	6	0	0	1	2	0	1	1	11
Senior Management	69	18	5	13	36	4	1	2	148
Professionally qualified and experienced specialists and mid-management	1 511	342	51	832	1 077	192	26	248	4 279
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	10 844	3 192	343	3 716	3 823	800	94	654	23 466
Semi-skilled and discretionary decision making	7 012	653	75	42	3 594	542	71	68	12 057
Unskilled and defined decision making	3	0	0	0	10	1	0	1	15
Contract (Top Management)	1	0	0	0	0	0	0	1	2
Contract (Senior Management)	4	0	0	0	1	0	0	2	7
Contract (Professionally qualified)	42	10	1	4	27	3	4	5	96
Contract (Skilled technical)	3	1	0	1	15	0	1	0	21
Contract (Semi-skilled)	1	0	0	0	5	0	0	0	6
Total	19 496	4 216	475	4 609	8 590	1 542	198	982	40 108

4.6.3 – Recruitment for the period 1 April 2010 to 31 March 2011

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	2	0	0	0	0	0	0	0	2
Senior Management	1	0	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	12	0	0	3	15	6	0	7	43
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	24	5	1	1	76	5	0	0	112
Semi-skilled and discretionary decision making	5	2	0	1	3	0	0	1	12
Unskilled and defined decision making	3	0	0	0	3	1	0	0	7
Contract (Top Management)	1	0	0	0	0	0	0	0	1
Contract (Senior Management)	2	0	0	0	0	0	0	2	4
Contract (Professionally qualified)	14	5	1	2	16	3	4	5	50
Contract (Skilled technical)	5	0	0	1	16	0	1	0	23
Contract (Semi-skilled)	0	0	0	0	2	0	0	0	2
Contract (Unskilled)	1	0	0	0	3	0	0	0	4
Total	70	12	2	8	134	15	5	15	261

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Employees with disabilities	0	0	0	0	1	0	0	0	1

4.6.4 – Promotions for the period 1 April 2010 to 31 March 2011

Occupational Bands	Male				Female				
	African	Coloured	Indian	White	African	Coloured	Indian	White	Total
Top Management	5	0	0	2	2	0	1	2	12
Senior Management	68	18	5	12	31	3	1	3	141
Professionally qualified and experienced specialists and mid-management	256	46	11	57	155	14	8	36	583
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	116	18	5	37	185	50	1	42	454
Semi-skilled and discretionary decision making	26	2	0	0	72	12	2	18	132
Unskilled and defined decision making	0	0	0	0	5	1	0	0	6
Contract (Professionally qualified), Permanent	1	0	0	1	1	0	0	0	3
Contract (Skilled technical), Permanent	0	1	0	0	0	0	0	0	1
Total	473	85	21	109	452	80	13	101	1 332
Employees with disabilities	1	0	0	1	4	0	0	0	6

4.6.5 – Terminations for the period 1 April 2010 to 31 March 2011

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	0	0	1	1	0	0	0	3
Senior Management	9	1	0	2	0	0	0	0	12
Professionally qualified and experienced specialists and middle-management	59	10	2	29	21	2	1	10	134
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	400	70	5	93	85	14	1	19	687
Semi-skilled and discretionary decision making	110	23	2	4	34	5	0	0	178
Unskilled and defined decision making	0	1	0	0	0	0	0	0	1
Contract (Top Management)	1	0	0	0	0	0	0	0	1
Contract (Senior Management)	3	0	0	0	2	1	0	3	9
Contract (Professionally qualified)	20	9	0	4	15	3	2	3	56
Contract (Skilled technical)	1	0	2	2	7	0	0	5	17
Contract (Semi-skilled)	2	0	0	0	1	0	0	0	3
Contract (Unskilled)	2	0	0	0	4	0	0	0	6
Total	608	114	11	135	170	25	4	40	1 107
Employees with disabilities	1	0	0	0	0	2	0	0	3

4.6.6 – Disciplinary action for the period 1 April 2010 to 31 March 2011

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Corrective Counselling	325	194	4	59	63	27	0	10	682
Verbal warning	511	194	4	66	85	37	1	7	905
Written Warning	485	179	3	45	59	18	0	3	792
Final Written Warning	347	118	10	24	17	8	0	2	526
Dismissal	49	23	2	8	4	2	0	0	88
Demotion	9	2	0	2	0	0	0	0	13
Suspension without pay	111	26	5	6	10	5	0	1	164
Withdrawal	149	21	0	10	31	4	0	4	219
Not guilty	113	24	2	14	15	3	0	2	173
No outcome	320	66	17	41	46	12	3	7	512
TOTAL	2 419	847	47	275	330	116	4	36	4 074

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Disciplinary action	0	0	0	0	0	0	0	0	0

4.6.7 – Skills development for the period 1 April 2010 to 31 March 2011

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	8	6	2	4	5	4	2	2	30
Professionals	132	26	5	22	57	7	4	16	269
Technicians and associate professionals	274	153	55	216	169	80	41	113	1093
Clerks	40	23	4	12	54	27	11	36	161
Service and sales workers	9 452	4 351	830	3 592	5 115	1 998	652	1 721	27 404
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations	458	74	2	3	405	64	6	9	1021
Total	10 364	4 633	898	3 849	5 805	2 180	716	1 897	29 978
Employees with disabilities(from above totals)	0	0	1	0	34	1	0	0	0

4.7. Performance Rewards

To encourage good performance, the department has granted the following performance rewards during the year under review. The information is presented in terms of race, gender, and disability (Table 6.1), salary bands (table 6.2) and critical occupations (Table 6.3).

TABLE 4.7.1 – Performance Rewards by race, gender, and disability, 1 April 2010 to 31 March 2011

Demographics	Beneficiary Profile			Cost	
	Number of beneficiaries	Total number of employees in group	% of total within group	Cost (R'000)	Average cost per employee
Africans	6 091	27 921	21,8	52,221	8,573
African, Female	1 920	8 521	22,5	16,815	8,758
African, Male	4 171	19 400	21,5	35,406	8,489
Asians	188	672	28,0	1,701	9,048
Asian, Female	49	197	24,9	451	9,204
Asian, Male	139	475	29,3	1,250	8,993
Coloureds	1 312	5 737	22,9	11,823	9,011
Coloured, Female	382	1 535	24,9	3,428	8,974
Coloured, Male	930	4 202	22,1	8,395	9,027
Whites	1 543	5 557	27,8	15,424	9,996
White, Female	350	977	35,8	3,575	10,214
White, Male	1 193	4 580	26,0	11,849	9,932
Employees with a disability	51	221	23,1	444	8,706
TOTAL	9 185	40 108	2,9	81,613	8,885

TABLE 4.7.2 – Performance Rewards by salary bands for personnel below Senior Management Service, 1 April 2010 to 31 March 2011

Salary Bands	Beneficiary Profile			Cost		
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	Total cost as a % of the total personnel expenditure
Lower skilled (Levels 1-2)	3	13	23.1	14	4,667	0.6
Skilled (Levels 3-5)	2 298	12 057	19.1	15,189	6,610	0.7
Highly skilled production (Levels 6-8)	5 824	23 468	24.8	49,864	8,562	0.9
Highly skilled supervision (Levels 9-12)	1 060	4 279	24.8	16,544	15,608	1.3
Contract (Levels 3-5)	0	6	0	0	0	0.0
Contract (Levels 6-8)	0	21	0	0	0	0.0
Contract (Levels 9-12)	0	96	0	0	0	0.0
Periodical Remuneration	0	1 657	0	0	0	0.0
Abnormal Appointment	0	1 407	0	0	0	0.0
TOTAL	9 185	43 004	21.4	81,611	8,885	0.9

TABLE 4.7.3 – Performance Rewards by critical occupations, 1 April 2010 to 31 March 2011

Critical occupations	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Security officers	7 239	28 883	25.1	57,953	8,006
Custodian personnel	665	6 606	10.1	7,407	11,138
Professional nurse	192	842	22.8	3,472	18,083
Financial and related professionals	7	122	5.7	73	10,429
Social work and related professionals	127	488	26	1,857	14,622
Educationists	111	416	26.7	1,377	12,405
Senior managers	0	165	0	0	0
Psychologists and vocational counsellors	0	55	0	0	0
TOTAL	8 341	37 577	22.2	72,139	8,649

N/B: As per the DPSA guidelines, the reporting in this table should be the first top five critical occupations; however the department is submitting the first top 8.

TABLE 4.7.4 – Performance related rewards (cash bonus), by salary band, for Senior Management Service

Salary Band	Beneficiary Profile			Total Cost (R'000)	Average cost per employee	Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within band			
Band A	0	127	0	0	0	0
Band B	0	28	0	0	0	0
Band C	0	10	0	0	0	0
Band D	0	3	0	0	0	0
Total	0	168	0	0	0	0

4.8. Foreign Workers

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

TABLE 4.8.1 – Foreign Workers, 1 April 2010 to 31 March 2011, by salary band

Salary Band	1 April 2010		31 March 2011		Change	
	Number	% of total	Number	% of total	Number	% change
Periodical Remuneration	13	100	12	92.3	-1	0
Abnormal Appointment	0	0	1	7.7	1	0
Total	13	100	13	100	0	0

TABLE 4.8.2 – Foreign Worker, 1 April 2010 to 31 March 2011, by major occupation

Major Occupation	1 April 2010		31 March 2011		Change	
	Number	% of total	Number	% of total	Number	% change
Administrative office workers	0	0	1	7.7	1	0
Chaplain and related professionals	9	69.2	7	53.8	-2	0
Other occupations	0	0	1	7.7	1	0
Professionals and managers	4	30.8	4	30.8	0	0
Total	13	100	13	100	0	0

4.9. Leave utilisation for the period 1 January 2010 to 31 December 2010

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

TABLE 4.9.1 – Sick leave, 1 January 2010 to 31 December 2010

Salary Band	Total days	% days with medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)	160	86.3	10	0	16	36
Skilled (Levels 3-5)	154 476.5	82.7	11 881	30.9	13	58,526
Highly skilled production (Levels 6-8)	293 394.5	82.2	22 492	58.5	13	167,564
Highly skilled supervision (Levels 9-12)	41978	82.5	3 833	10	11	38,476
Senior management (Levels 13-16)	1170	84.4	121	0.3	10	3,181
Contract (Levels 1-2)	7	85.7	1	0	7	2
Contract (Levels 3-5)	39	48.7	8	0	5	10
Contract (Levels 6-8)	33	66.7	10	0	3	18
Contract (Levels 9-12)	649	74.1	86	0.2	8	763
Contract (Levels 13-16)	27	51.9	8	0	3	72
Total	491 934	82.4	38 450	100	13	268,648

TABLE 4.9.2 – Disability leave (temporary and permanent), 1 January 2010 to 31 December 2010

Salary Band	Total days taken	% days with medical certification	Number of Employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated Cost (R'000)
Skilled (Levels 3-5)	5 912	99.9	182	19.7	32	2,233
Highly skilled production (Levels 6-8)	30 467	99.9	634	68.7	48	18,388
Highly skilled supervision (Levels 9-12)	6 344	97.8	102	11.1	62	5,553
Senior management (Levels 13-16)	50	100	2	0.2	25	135
Contract (Levels 9-12)	15	100	2	0.2	8	19
Contract (Levels 13-16)	4	100	1	0.1	4	9
Total	42 792	99.6	923	100	46	26,337

Table 4.9.3 summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the PSCBC in 2000 requires management of annual leave to prevent high levels of accrued leave being paid at the time of termination of service.

TABLE 4.9.3 – Annual Leave, 1 January 2010 to 31 December 2010

Salary Bands	Total days taken	Average per employee
Lower skilled (Levels 1-2)	146	11
Skilled (Levels 3-5)	249 137.12	20
Highly skilled production (Levels 6-8)	555 253.36	23
Highly skilled supervision (Levels 9-12)	103 814.36	24
Senior management (Levels 13-16)	3 942	23
Contract (Levels 1-2)	6	6
Contract (Levels 3-5)	115	13
Contract (Levels 6-8)	121	8
Contract (Levels 9-12)	1 790	19
Contract (Levels 13-16)	140	11
Total	914 464.84	22

TABLE 4.9.4 – Capped leave, 1 January 2010 to 31 December 2010

Salary Bands	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2009
Skilled (Levels 3-5)	59	4	13
Highly skilled production (Levels 6-8)	11 169	6	40
Highly skilled supervision (Levels 9-12)	2 868	7	65
Senior management (Levels 13-16)	60	5	71
Total	14 156	6	43

TABLE 4.9.5 – Leave payouts for the period 1 April 2010 to 31 March 2011

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

REASON	Total Amount (R'000)	Number of Employees	Average payment per employee
Leave payout for 2007/06 due to non-utilisation of leave for the previous cycle	35	3	11,667
Capped leave payouts on termination of service for 2007/06	19 785	2331	8 488
Current leave payout on termination of service for 2007/06	1 593	229	6 956
Total	21 413	2563	8 355

4.10. HIV and AIDS & Health Promotion Programmes

TABLE 10.1 – Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
Mainly centre-based correctional officials and health care workers	The Post Exposure Prophylaxis Guidelines are accessible on the DCS Intranet and have been disseminated nationally. It is managed through Health Care Service providers where necessary. 342 PEP incidents have been managed by GEMS medical aid. Universal Precautions are also applied by Health Care workers in DCS.

TABLE 4.10.2 – Details of Health Promotion and HIV and AIDS Programmes (tick the applicable boxes and provide the required information)

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	X		Mr MP Mashabela Director HR Support. HIV/AIDS is a sub-component within a sub-directorate.
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	X		There is one national and one regional (2 year contract) HIV & AIDS Coordinators at ASD Level. EAP's assist with counselling on HIV & Aids. There are 14 EAP'S (salary level 8) nationally. The annual budget is approximately R 3 million for compensation of employees and for programmes R 200 000
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 within the department covers 3 fundamental methods provided by 14 trained professionals: <ul style="list-style-type: none"> • Therapeutic services emphasizing short-term counselling and effective referral system (number of employees seen-4326). • Wellness Programmes and training which focus on preventative programmes such as Financial Life skills, stress and anger management, burn-out, HIV/AIDS, Gender empowerment, and healthy lifestyles (the number of employees reached-4756) • Marketing and Information giving which provides information on Domestic Violence, Healthy Lifestyles, EAP services and HIV/AIDS (10 047 employees were reached)
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.		X	The Department has a Draft Integrated Employee Health and Wellness Policy and Procedures which has been aligned to the DPSA Employee Health and Wellness Framework which was consulted with all relevant stakeholders. Within this policy principles 9 & 11 address unfair discrimination. The other policies are the Equity and Gender Policy and the Recruitment, Transfers and Terminations Policies

Question	Yes	No	Details, if yes
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	X		The measures are guided by the following codes and policies namely the Code of Conduct, the draft Integrated Employee Health and Wellness Policy and Procedures, the Equity and Gender Policy, the Basic Conditions of Employment Act, the Constitution of South Africa. Any contravention of the above codes and policies is addressed through the DCS Disciplinary Code and Procedure
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	X		The number of employees who participated in Voluntary Counselling and Testing are KwaZulu-Natal - 218; Freestate and Northern Cape - 295; Western Cape-544; Eastern Cape - 265; Limpopo, Mpumalanga and North West - 139; Gauteng - 500; Head Office - 12. TOTAL-1979
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have you achieved.	X		The department developed a HIV/ Aids Quarterly monitoring tool which was implemented since 2008. The indicators are: Number of officials who tested for HCT; Number of officials who tested HIV positive; Number of officials who revealed their HIV status; Number of HIV Awareness sessions; Number of DCS employees on ARV's; Number of condoms distributed and Number of filled posts. The above indicators are reported quarterly to the Risk Management Committee.
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	X		The Department has a Draft Integrated Employee Health and Wellness Policy and Procedures which has been aligned to the DPSA Employee Health and Wellness Framework which was consulted with all relevant stakeholders. Within this policy principle 9 & 11 addresses unfair discrimination. The other policies are the Equity and Gender Policy and the Recruitment, Transfers and Terminations Policies

4.11. Labour Relations

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

TABLE 4.11.1 – Collective agreements, 1 April 2010 to 31 March 2011

Total collective agreements	None
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The following table summarises the outcome of disciplinary hearings conducted within the department for the year under review.

TABLE 4.11.2 – Misconduct and disciplinary hearings finalised, 1 April 2010 to 31 March 2011

Outcomes of disciplinary meetings (procedure for less serious misconduct) & hearings (procedure for serious misconduct)	Number	Percentage of Total
Corrective counselling	682	16.75
Verbal warning	905	22.21
Written warning	788	19.34
Final written warning	527	12.93
Dismissal	88	2.16
Demotion	14	0.34
Suspension without pay	167	4.09
Withdrawal	218	5.35
Not guilty	172	4.22
No outcome	513	12.59
TOTAL	4 074	100

TABLE 4.11.3 – Types of misconduct addressed at disciplinary hearings

TABLE 4.11.3 - Types of Misconduct Addressed and Disciplinary Hearings

Item	Type of misconduct	Number	Percentage of Total
(a)	Fails to comply with, or contravenes an Act, regulation or legal obligation.	438	10.38
(b)	Mismanages the finances of the State.	6	0.14
(c)	Without permission possesses or wrongfully uses the property of the State, another employees and/or a visitor.	24	0.56
(d)	Misuse/abuse of movable/immovable property of the State.	19	0.44
(e)	Damage to and or cause loss of state property.	78	1.83
(f)	Endangers the lives of self or others by disregarding safety rules or regulations.	24	0.56
(g)	Prejudice the administration, discipline or efficiency of a department, office or institution of the State.	84	1.97
(h)	Misuse of position in the DCS to promote or to prejudice the interest of any political party, organization, company or individual.	2	0.04
(i)	Theft, bribery, fraud, corruption or any combination thereof.	172	4.04
(j)	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.	3	0.07

Item	Type of misconduct	Number	Percentage of Total
(k)	Fails to carry out a lawful order or routine instruction without just or reasonable cause.	224	5.27
(l)	Absence or repeated absence from work without a valid reason or permission.	1418	33.38
(m)	Commits an act of sexual harassment.	14	0.32
(n)	Discriminates on the basis of race, gender, disability, sexuality or other grounds outlawed by the Constitution.	8	0.18
(o)	Poor or inadequate performance for reasons other than incapacity.	64	1.5
(p)	Dereliction of duties.	400	9.41
(q)	Allowing a disciplinary hearing to fall away (Refer to clause 7.3.2 of the Procedure).	2	0.04
(r)	Performing of work for compensation in a private capacity for another person or organization either during or outside working hours without written approval.	9	0.21
(s)	Breaching the conditions pertaining to authorized private work.	5	0.11
(t)	Sleeping on duty.	50	1.17
(u)	While on duty, is under the influence of an intoxicating, illegal, unauthorized, habit-forming and/or stupefying drug, including alcohol.	110	2.59
(v)	Being in possession of alcohol in the workplace.	6	0.14
(w)	Being in possession of illegal, unauthorized, habit-forming and/or stupefying drug on departmental premises.	36	0.84
(x)	Permitting an offender to take alcohol or any prohibited drug or to have these substances in his/her possession.	1	0.02
(y)	While on duty, conducts herself or himself in an improper, disgraceful and unacceptable manner.	83	1.95
(z)	Contravention of the DCS Code of Conduct.	76	1.78
(aa)	Assault, attempt or threatens to assault, another employee or person while on duty.	208	4.89
(bb)	Incites other personnel to un-procedural and unlawful conduct.	22	0.51
(cc)	Displays disrespect towards others in the workplace or demonstrates abusive or insolent behaviour.	77	1.81
(dd)	Intimidation or victimization of fellow employees or other persons.	14	0.32
(ee)	Prevents/force other employees from belonging/not belonging to any trade union or employee organization.	0	0
(ff)	Operates any money lending scheme for employees for own benefit during working hours in the workplace.	0	0
(gg)	Carries or keeps firearms or other dangerous weapons in the workplace without the written authorization of the employer.	0	0
(hh)	Misuse of firearms and/or other dangerous weapons in the workplace.	4	0.09
(ii)	Breaching of security measures.	441	10.38
(jj)	Furnishing of false statements or evidence in the execution of his or her duties.	25	0.58
(kk)	Falsification of records or any other documentation.	17	0.4
(ll)	Participation in un-procedural, unprotected and/or unlawful industrial action.	82	1.93
(mm)	Commitment of a common law or statutory offence whilst on duty and/or on state premises.	1	0.02
TOTAL		4 247	100

TABLE 4.11.4 – Grievances lodged for the period 1 April 2010 to 31 March 2011

Number of grievances addressed	Number	Percentage of Total
Resolved	342	20.38
Not resolved	515	30.69
Pending	821	48.92
TOTAL	1 678	100

TABLE 4.11.5 – Disputes lodged with Councils for the period 1 April 2010 to 31 March 2011

Number of disputes addressed	Number	Percentage of Total
Upheld	52	27.95
Dismissed	42	22.58
Withdrawn	8	4.3
Settled	30	16.12
No jurisdiction - GPSSBC	21	11.29
Arbitration awards pending	33	17.74
Total	186	100

TABLE 4.11.6 – Strike actions for the period 1 April 2010 to 31 March 2011

Strike Actions	Number
Total number of person working days lost	1034
Total cost (R'000) of working days lost	R 273 588.68
Amount (R'000) recovered as a result of no work no pay	R 273 588.68

TABLE 4.11.7 – Precautionary suspensions for the period 1 April 2010 to 31 March 2011

Precautionary Suspensions	Number
Number of people suspended	471
Number of people whose suspension exceeded 30 days	273
Average number of days suspended	49.58
Cost of suspensions	R 14 107 403.32

4.12. Skills Development

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

4.12.1 – Training needs identified 1 April 2010 to 31 March 2011

Occupational Categories	Gender	Number of employees as at 1 April 2010	Training needs identified at start of reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	44	0	217	0	217
	Male	104	0	0	0	0
Professionals	Female	726	0	518	0	518
	Male	362	0	0	0	0
Technicians and associate professionals	Female	1 903	0	0	0	0
	Male	1 828	0	0	0	0
Clerks	Female	705	0	30	0	30
	Male	2 216	0	0	0	0
Service and sales workers	Female	7 968	484	2 976	600	4 060
	Male	24 524	537	0	600	1 137
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	5	0	0	0	0
	Male	441	0	0	0	0
Plant and machine operators and assemblers	Female	3	0	0	0	0
	Male	72	0	0	0	0
Elementary occupations	Female	0	280	96	0	376
	Male	0	0	0	0	0
Sub Total	Female	11354	764	3 837	600	5 201
	Male	29 547	537	0	600	1 137
Total		40 901	1 302	3 837	1 200	6 338

4.12.2 – Training provided 1 April 2010 to 31 March 2011

Occupational Categories	Gender	Number of employees as at 1 April 2010	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	44	0	2	11	13
	Male	104	0	7	10	17
Professionals	Female	726	0	84	0	84
	Male	362	0	185	0	185
Technicians and associate professionals	Female	1 903	0	403	0	403
	Male	1 828	0	687	3	690
Clerks	Female	705	69	23	36	128
	Male	2 216	0	9	25	33
Service and sales workers	Female	7 968	0	6 312	3 174	9 486
	Male	24 524	0	13 681	4 237	17 918
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	5	0	0	0	0
	Male	441	0	0	0	0
Plant and machine operators and assemblers	Female	3	0	0	0	0
	Male	72	0	0	0	0
Elementary occupations	Female	0	484	0	0	484
	Male	0	537	0	0	537
Sub Total	Female	11 354	553	6 824	3 221	10 598
	Male	29 547	537	14 569	4 275	19 380
Total		40 901	1 090	21 393	7 495	29 978

4.13. Injury on Duty

The following tables provide basic information on injury on duty.

TABLE 13.1 – Injury on duty, 1 April 2010 to 31 March 2011

Nature of injury on duty	Number	% of total
Required basic medical attention only	373	63.9
Temporary Total Disablement	151	25.9
Permanent Disablement	58	9.9
Fatal	2	0.3
Total	584	100

4.14. Utilisation Of Consultants

Table 4.14.1 – Report on consultant appointments using appropriated funds

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
To assist Internal Audit with all Internal Audit related tasks in a co-sourced capacity	Consortium (KPMG and SAB&T)	12 months	R8.4 million
Organisational Culture pilot survey	1	66	R7,460,580
RDOMS	10	2244	R 7, 460, 580
EDRMS	2	457	R 1, 598, 274
IT Infrastructure	2	446	R 2, 145, 993
Unified Telecoms	2	389	R 1, 444, 334
IT Governance	2	446	R 1, 479, 464
Maintenance & Support BSS	9	1560	R 4, 351, 069
Maintenance & Support CBS	11	2467	R 7, 869, 697
DBA Functions	3	731	R 2, 519, 366
Document QA	1	236	R 297, 441
Change Management	5	1137	R 3, 612, 609
Project Office	6	1155	R 3, 519, 587
Innovation Project	1	178	R 935, 726
PAIA	1	246	R 1, 387, 032
CMPS	3	716	R 3, 568, 115
NCC Support	2	321	R 1, 251, 061
Maintenance & Support WAN / ISS	3	687	R 1, 836, 558
Maintenance & Support LAN	2	493	R 1, 166, 616
Maintenance & Support Microsoft	2	508	R 1, 441, 800
Maintenance & Support Helpdesk	6	1333	R 1, 980, 950
IT Infrastructure	2	463	R 2, 200, 150
BA and DBA functions	2	472	R 2, 076, 672
Project Office	2	478	R 1, 491, 009
Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
20	KPMG team and SAB&T team	12 month	R8,779,619
CRM - Projects	20	4 671	R 12, 893, 714
Systems Development	47	10 645	R 32, 109, 602
Systems Development (NCC)	12	2573	R 10, 630, 785

Table 4.14.2 – Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs)

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
RDOMS	88.89%	100%	6
EDRMS	100.00%	100%	2
Lesedi	100.00%	100%	2
IT Governance	100.00%	100%	2

Table 4.14.3 – Report on consultant appointments using Donor funds

Project Title	Total Number of consultants that worked on the project	Duration: Work days	Donor and Contract value in Rand
Assessor	1	3 days	R 250, 800
Electrical Learnership	1	12 months *	R 636, 000
OD-ETDP	1	12 months *	R 290, 700
OBE Facilitation	1	3 days	R 174, 146
Moderator	1	4 days	R 359, 100
Finance for non financial managers	1	5 days	R 820, 000
Supply Chain Management	1	5 days	R 410,000
Presentation Skills	1	5 days	R 174, 146
Plumbing Learnership	1	12 months*	R 1, 000, 000
IT Internship Programme	6	6 Months	R 90, 000
IT Internship Programme	1	7 Months	R 21, 000
Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
9	9	25	R 4, 114, 892
* Consultants appointed over a period of 12 months (Included in total contract value)	3	12 months	R1,926,700

Table 4.14.4 – Analysis of consultant appointments using Donor funds, in terms of Historically Disadvantaged Individuals (HDIs)

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
Assessor	100%	100%	1
Electrical Learnership	100%	100%	1
OD-ETDP	100%	100%	1
OBE Facilitation	100%	100%	1
Moderator	100%	100%	1
Finance for non financial managers	100%	100%	1
Supply Chain Management	100%	100%	1
Presentation Skills	100%	100%	1
Plumbing Learnership	100%	100%	1
Development of electronic tool to monitor implementation of Correctional Services Act	100%	100%	2



Part 5: Other information

5.1. Acronyms

AIDS	Auto Immune Deficiency Syndrome
A & R	Admission and Release
ABET	Adult Basic Education and Training
ACSA	African Correctional Services Association
AGSA	Auditor-General of South Africa
ARV	Anti-retroviral
BAS	Basic Accounting System
CBT	Computer Based Training
CC	Correctional Centre
CCC	Corrections Contact Centre
COGTA	Department of Co-operative Governance and Traditional Affairs
CJSR	Criminal Justice System Review
CSP	Correctional Sentence Plan
CSPRF	
DIRCO	Department of International Relations and Cooperation
DIU	Departmental Investigation Unit
DOE	Department of Education
DoH	Department of Health
DIRCO	Department of International Relations and Cooperation
EC	Eastern Cape
EDRMS	Electronic Document and Records Management System
EE	Employment Equity
ENE	Estimates of National Expenditure
EPMO	Enterprise Project Management Office
EST	Emergency Support Team
FET	Further Education and Training
FIFA	Federation of International Football Association
FS/NC	Free State/Northern Cape
GEMS	Government Employees Medical Scheme
GEPF	Government Employee Pension Fund
GITO	Government information technology officer

GP	Gauteng Province
GPOA	Government Programme of Action
HCC	Head of Correctional Centre
HCR	High Commissioner for Refugees
HET	Higher Education and Training
HR	Human Resource
IDT	
IFMS	Integrated Financial Management System
IJS	Integrated Justice System
IPT	Internet Protocol Telephony
IRC	Internet Relay Chat
ISDSC	Inter State Defense and Security Committee
ITAC	Image Turn Around Campaign
IYM	In-Year-Monitoring
JCPS	Justice Crime Prevention and Security
KZN	Kwa-Zulu Natal
LAN	Local Area Network
LCR	Least Cost Routing
LMN	Limpopo, Mpumalanga and North West
LOGIS	Logistics Information System
MATD	Management of Awaiting Trial Detention
MDP	Management Development Program
MER	Monitoring, Evaluation and Reporting
MIC	Management Information Centre
MOU	Memorandum of Understanding
NC(V)	National Certificate (Vocational)
NCS	National Curriculum Statement
NGO	Non - Governmental Organisation
NDOH	National Department of Health
NHTL	National House of Traditional Leaders
NT	National Treasury
OHS	Occupational Health and Safety
OSD	Occupational Specific Dispensation
OSF-SA	Open Society Foundation- South Africa
OSS	Open Source Software
PAA	Public Audit Act
PAIA	Promotion of Access to Information Act
PHC	Primary Health Care
PPP	Public Private Partnerships
RBO	Relationship by Objectives
RDF	Remand Detention Facility
RDOMS	Remand Detention and Offender Management System
SALGA	South Africa Local Government Association
SAICA	South Africa Institute of Chartered Accountants
SAPS	South African Police Service

SAQA	South African Qualification Authority
SASSETA	Safety and Security Sector Education and Training Authority
SITA	South African Information Technology Association
SLA	Service Level Agreements
SMS	Senior Management Service
UNCCPCJ	United Nations Congress on Crime Prevention and Criminal Justice
UNISA	University of South Africa
UNODC	United National Office on Drugs and Crime
URS	User Requirements Specification
VCT	Voluntary Counselling and Testing
VPN	Virtual Private Network
WC	Western Cape
WAN	Wide Area Network

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Additional Information

List of all correctional centres and community corrections offices, per Management Area

Gauteng Region		
Management Area	Correctional Centre	Community Corrections Centre
Baviaanspoort Management Area		Mamelodi
Boksburg Management Area		Boksburg Heidelberg
Johannesburg Management Area		Johannesburg
Krugersdorp Management Area		Krugersdorp
Leeuwkop Management Area		Randburg
Modderbee Management Area		Devon Modderbee Nigel
Pretoria Management Area		Odi Pretoria Soshanguve
Zonderwater Management Area		Bronkhorstspuit Cullinan

Limpopo/Mpumalanga/North West Region		
Management Area	Correctional Centre	Community Corrections Centre
Barberton Management Area		Barberton Bushbuckridge Lydenburg Nelspruit Tonga
Bethal Management Area		Bethal Ermelo Evander Piet Retief Standerton Volksrus
Klerksdorp Management Area		Bothaville Carltonville Christiana Klerksdorp Potchefstroom Wolmaransstad
Polokwane Management Area		Bochum Ellandskraal Ellisras Lebowakgomo Mabatlane Mankweng Mapela Metz Modimolle Mokwakwaila Naboomspruit Nebo Phalaborwa Polokwane Potgietersrus Praktiseer Skilpadfontein Thabazimbi Tzaneen Warmbad Witpoort
Rooigrond Management Area		Lichtenburg Mafikeng Vryburg Zeerust
Rustenburg Management Area		Brits Mogwase Rustenburg
Thohoyandou Management Area		Dzumeri Giyani Makhado Malamulela Messina Saselamani Thohoyandou

Limpopo/Mpumalanga/North West Region		
Management Area	Correctional Centre	Community Corrections Centre
Witbank Management Area		Belfast Carolina Kwaggafontein Middelburg (Mp) Witbank

Free State/Northern Cape Region		
Management Area	Correctional Centre	Community Corrections Centre
Colesberg Management Area		Colesberg De Aar Hopetown Richmond Victoria West
Goedemoed Management Area		Bethulie Edenburg Faresmith Zastron
Groenpunt Management Area		Frankfort Heilbron Parys Sasolburg Vereeniging
Grootvlei Management Area		Bloemfontein Boshof Brandfort (2010/07/15) Ladybrand Wepener Winburg
Kimberley Management Area		Barkly West Douglas Kimberley
Kroonstad Management Area		Bethlehem Ficksburg Goudveld Harrismith Hennenman Hoopstad Kroonstad Lindley Odendaalsrus Qwa-qwa Senekal
Upington Management Area		Kuruman Springbok Upington

Western Cape Region		
Management Area	Correctional Centre	Community Corrections Centre
Allandale Management Area		Obiqua Paarl Drakenstein Management Area Somerset West Stellenbosch
George Management Area		Beaufort West George Knysna Ladismith Mosselbaai Oudtshoorn Prince Albert Thembaletu Uniondale
Goodwood Management Area		Belville Helderstroom Management Area Caledon Swellendam
Malmesbury Management Area		Malmesbury Vredenburg
Pollsmoor Management Area		Cape Town Mitchells Plain
Voorberg Management Area		Calvinia Vanrhynsdorp Voorberg
Worcester Management Area		Robertson Warmbokveld Worcester

Eastern Cape Region		
Management Area	Correctional Centre	Community Corrections Centre
Amathole Management Area		Fort Beaufort Grahamstown King Williams Town Middledrift Stutterheim
East London Management Area		East London Mdantsane
Kirkwood Management Area		Graaff-reinet Jansenville Kirkwood Somerset East

Eastern Cape Region		
Management Area	Correctional Centre	Community Corrections Centre
Mthatha Management Area		Bizana Engcobo Flagstaff Libode Lusikisiki Mount Ayliff Mount Fletcher Mount Frere Mqanduli Ngqeleni Tabankulu Umtata
Sada Management Area		Barkly East Burgersdorp Butterworth Cofimvaba Cradock Dordrecht Elliotdale Idutywa Lady Frere Middelburg Nqamakwe Queenstown Sada Sterkspruit Willowvale
St. Albans Management Area		Humansdorp Port Elizabeth

Kwa-Zulu/Natal Region		
Management Area	Correctional Centre	Community Corrections Centre
Durban Management Area		Durban Kwamashu Ntuzuma Pinetown Umlazi Umzinto
Empangeni Management Area		Empangeni Eshowe Ingwavuma Mapumulo Mtunzini Stanger
Glencoe Management Area		Bergville Dundee Estcourt Greytown Kranskop Ladysmith Pomeroy

Kwa-Zulu/Natal Region		
Management Area	Correctional Centre	Community Corrections Centre
Kokstad Management Area		Kokstad Matatiele Port Shepstone Umzimkulu
Ncome Management Area		Melmoth Nkandla Nongoma Nqutu Vryheid
Pietermaritzburg Management Area		Ixopo New Hanover Pietermaritzburg Sevontein
Waterval Management Area		Newcastle Utrecht

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