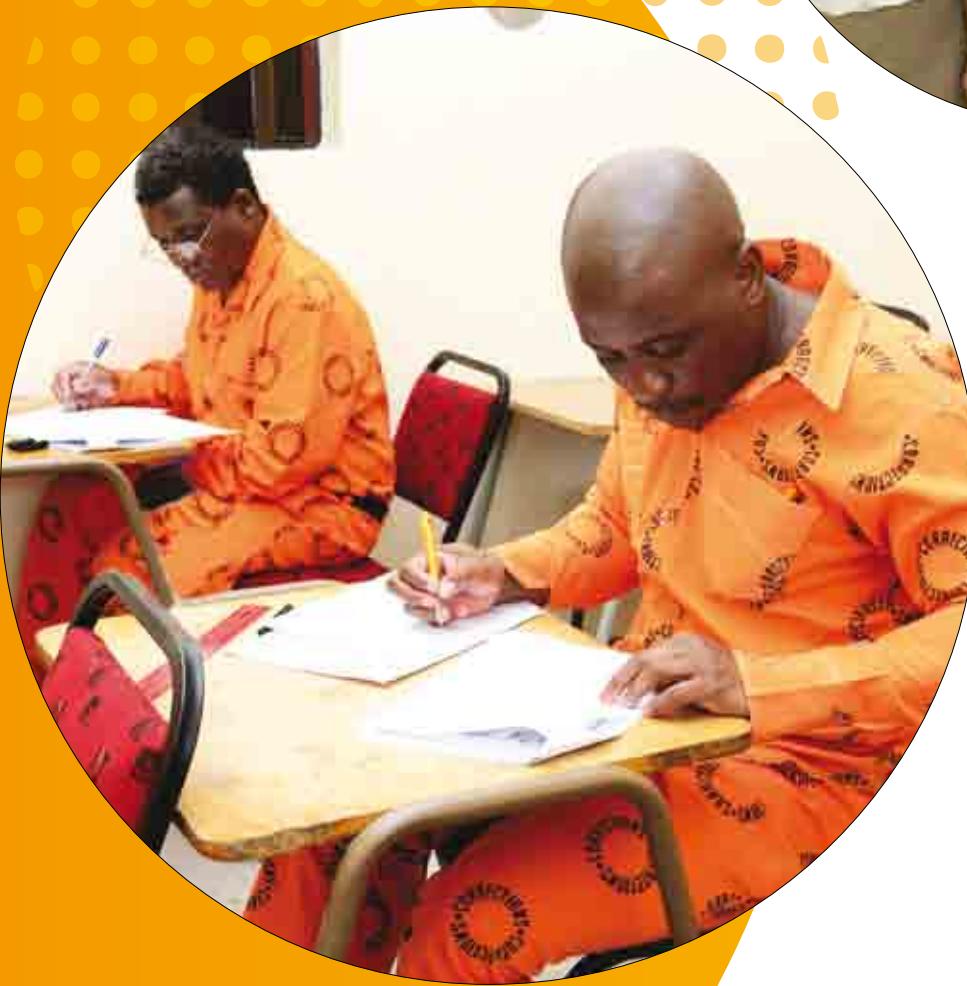


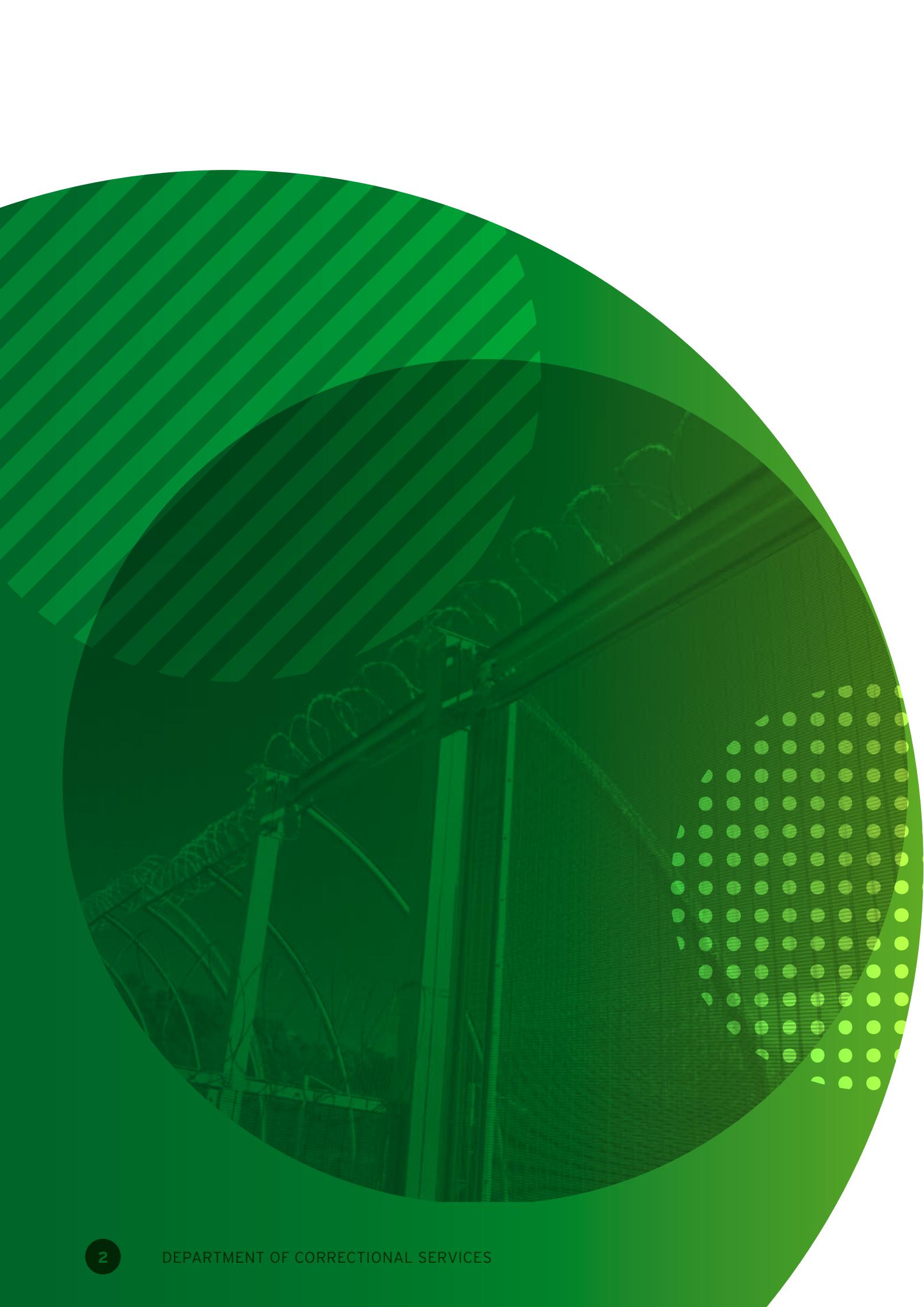
Annual Report 2012/2013

DEPARTMENT OF CORRECTIONAL SERVICES VOTE 21



correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA



Mr. Joel Sibusiso Ndebele, MP
Minister of Correctional Services

I have the honour of submitting the Annual Report of the Department of Correctional Services
for the period 1 April 2012 to 31 March 2013.



Ms. NJ Jolingana
Acting National Commissioner of Correctional Services
30 August 2013

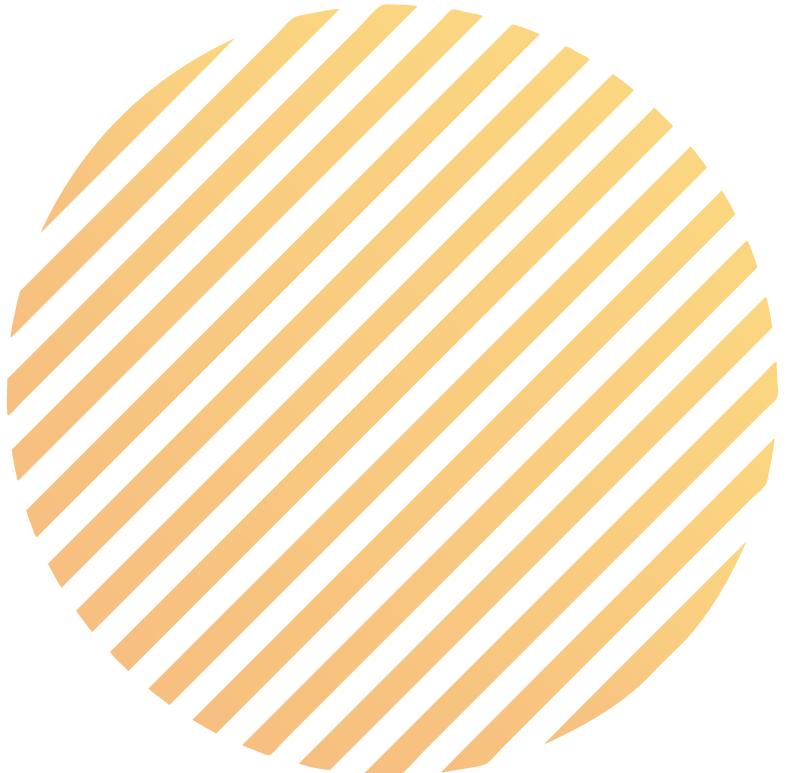




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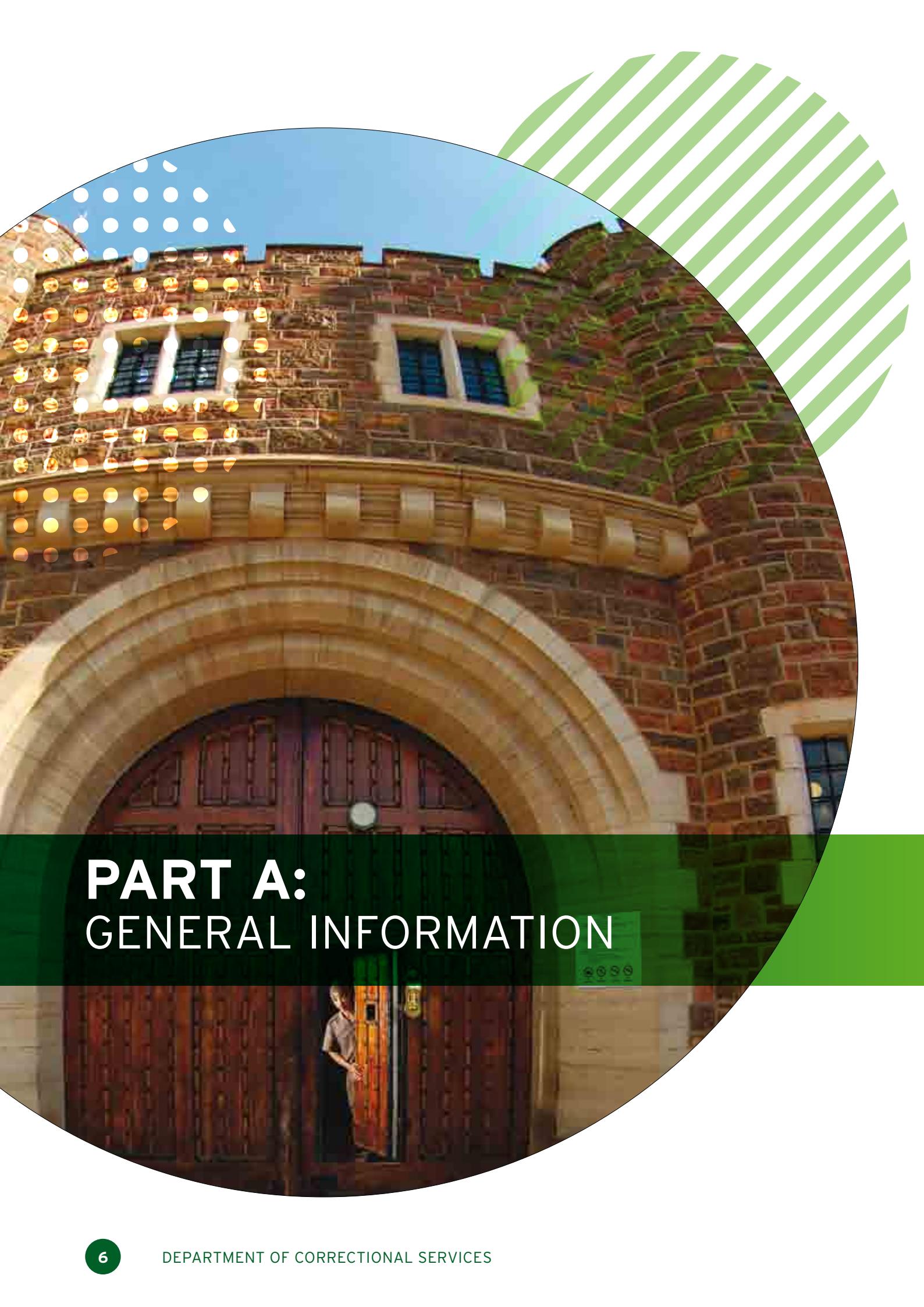
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PART A: GENERAL INFORMATION

1. Department's General Information

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2. List of Abbreviations/ Acronyms

AET	Adult Education and Training
AFIS	Automated Fingerprint Identification System
AFS	Annual Financial Statements
AGSA	Auditor-General South Africa
AIDS	Acquired Immune Deficiency Syndrome
ART	Anti-Retroviral Treatment
ARV	Anti-Retroviral
CDC	Chief Deputy Commissioner
CEU	Code Enforcement Unit
CJS	Criminal Justice System
CMC	Case Management Committee
CPA	Criminal Procedure Act
CSF	Community Safety Forum
CSIR	Council for Scientific and Industrial Research
CSPB	Correctional Supervision and Parole Board
DCS	Department of Correctional Services
DHA	Department of Home Affairs
DHET	Department of Higher Education and Training
DIU	Departmental Investigation Unit
DOJCD	Department of Justice and Constitutional Development
DPW	Department of Public Works
EAP	Employee Assistance Programme
EC	Eastern Cape
EE	Employment Equity
EM	Electronic Monitoring
EMPP	Electronic Monitoring Pilot Project
FET	Further Education and Training
FMPPI	Framework for Managing Programme Performance Information
FoVoC	Foundation for Victims of Crime
FS/NC	Free State and Northern Cape
GCIS	Government Communication and Information System
GITO	Government Information Technology Office
HDI	Historically Disadvantaged Individual
HIV	Human Immunodeficiency Virus
HoCC	Head of Correctional Centre
HQ	Head Quarters
HR	Human Resource
HRD	Human Resource Development
ICDL	International Computer Drivers License
ICT	Information and Communications Technology
IJS	Intergrated Justice System
IPMER	Integrated Performance Monitoring
IRC	Evaluation and Reporting
IT	Integrated Resource Centre
ITAC	Information Technology
JCPS	Image Turn Around Campaign
KZN	Justice, Crime Prevention and Security
LMN	KwaZulu-Natal
MIC	Limpopo, Mpumalanga and North West Management Information Centre

MISP	Master Information Systems Plan
MTEC	Medium Term Expenditure Council
NBAC	National Building Advisory Committee
NCCS	National Council on Correctional Services
NCS	National Curriculum Statement
NGO	Non Governmental Organization
NT	National Treasury
NVCS	National Victims of Crime Survey
OPSC	Office of the Public Service Commission
ORP	Offender Rehabilitation Path
OSD	Occupational Specific Dispensation
PFMA	Public Finance Management Act
RC	Regional Commissioner
RDF	Remand Detention Facility
RDOMS	Remand Detainee Offender Management System
SANDF	South African National Defence Force
SAPS	South African Police Service
SCOPA	Steering Committee on Public Accounts
SDIP	Service Delivery Improvement Plan
SHERQ	Safety Health Environment and Risk Quality
SIU	Special Investigation Unit
TIL	Temporary Incapacity Leave
VOM	Victim-Offender Mediation
VOD	Victim Offender Dialogue
VPN	Virtual Private Network
WC	Western Cape
WSP	Workplace Skills Plan

- Humane treatment of offenders
- Recognising the inherent human rights of all people

Efficiency

- Productivity
- The best work methods
- Excellent services

Accountability

- Desiring 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, inmates and the community

Equity

- Non-discrimination
- Affirmative action
- Gender equality
- Integration of disability issues

3.4. Strategic Outcome-Oriented Goals

Strategic Outcome-Oriented Goal 1	There is effective criminal justice through the effective management of remand processes.
Goal Statement	Establish effective management of remand processes by ensuring that remand detainees are held in secure, safe and humane conditions, have conditions conducive for participation in court processes, that their social and family needs are supported and that they are healthy.
Strategic Outcome-Oriented Goal 2	Society is protected by secure incarceration and rehabilitation of offenders.
Goal Statement	To provide services and interventions that will contribute to the safety, good health and rehabilitation of offenders by ensuring that offenders are held in secure, safe and humane conditions, correctional sentence plans are managed, offending behaviour is corrected, and offender literacy, education, and skills competency are improved.

3. Strategic Overview

3.1. Vision

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

3.2. Mission

To contribute to maintaining and protecting a just, peaceful and safe society:

- By enforcing decisions and sentences of courts in the manner prescribed in legislation
- By detaining all inmates in safe custody while ensuring their human dignity, and
- By promoting the rehabilitation, social responsibility and human development of all offenders.

3.3. Values

Development

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

Integrity

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

Recognition of Human Dignity

- Accepting people for who they are

Strategic Outcome-Oriented Goal 3	Society is protected by offenders being reintegrated into the community as law-abiding citizens
Goal Statement	To provide services and interventions that will contribute to the reintegration of offenders as law abiding citizens into communities by ensuring that probationers are rehabilitated, monitored and accepted by communities and parolees are rehabilitated, monitored and accepted back by communities.

parole and day parole; a National Council for Correctional Services (NCCS); a Judicial Inspectorate; Independent Correctional Centre Visitors; an internal service evaluation; officials of the Department; joint venture correctional facilities; penalties for offences; the repeal and amendment of certain laws; and matters connected therewith.

Criminal Procedure Act. (Act 51 of 1977) as amended

The following sections of the Criminal Procedure Act (Act 51 of 1977) are of particular importance to DCS, namely, section 63A, Chapter 28 and section 299A. Section 63A of the CPA, provides for a procedure in terms of which the Court may, on application by a Head of a Correctional Centre and if not opposed by the Director of Public Prosecutions concerned, order the release of certain accused on warning in lieu of bail or order the amendment of the bail conditions imposed by that court on the accused. Section 63A also forms the basis of a protocol between JCPS departments to encourage the use of this provision to assist accused who do not pose a danger to society to be released from detention in circumstances where the bail set by the court cannot be afforded by the accused or his or her family. Chapter 28 of the CPA deals with sentencing, and

the whole Chapter is applicable to DCS's mandate. Offenders must be detained in accordance with the sentences handed down under this

4. Legislative and Other Mandates

Constitutional Mandates

The Constitution of the Republic of South Africa (Act 108 of 1996) lays the basis for the mandate of the Department of Correctional Services. The Constitution compels the department to comply with the following sections regarding treatment of offenders:

- Section 9 – Equality
- Section 10 – Human dignity
- Section 12 – Freedom and security of the person
- Section 27 – Health care, food, water and social security
- Section 28 – Children
- Section 29 – Education
- Section 31 – Cultural, religious and linguistic communities
- Section 35 – Arrested, detained and accused persons

Legislative Mandates

Correctional Services Act (Act 111 of 1998) as amended

To provide for a correctional system; the establishment, functions and control of the Department of Correctional Services; the custody of all offenders under conditions of human dignity; the rights and obligations of sentenced offenders; the rights and obligations of unsentenced offenders; a system of community corrections; release from correctional centres and placement under correctional supervision,



Chapter. The granting of parole and conversion of sentences to correctional supervision is also done in accordance with this Chapter, read together with the Correctional Services Act (Act 111 of 1998). Finally, section 299A of the CPA regulates victim involvement in the decisions of parole boards.

Policy Mandates

The White Paper on Corrections in South Africa (2005) obliges management to:

- capacitate the Department of Correctional Services to play its role as a security institution responsible for promotion of public safety through breaking the cycle of crime
- develop the Department of Correctional Services into an institution of rehabilitation and social reintegration
- promote corrections as a societal responsibility

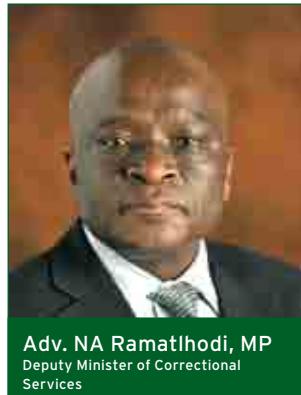
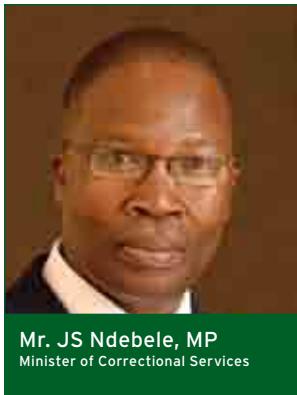
The Draft White Paper on Remand Detention Management has been approved by Cabinet for consultation with stakeholders and will be referred.

5. Entities Reporting to the Minister

There were no entities that report to the Executive Authority of the Department of Correctional Services during the 2012/2013 financial period.

Name of Entity	Legislative Mandate	Financial Relationship	Nature of Operations
N/A	N/A	N/A	N/A

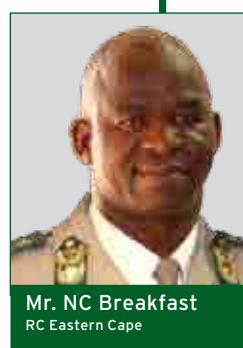
6. Management Structure



Chief Deputy Commissioners



Regional Commissioners





Mr Sibusiso Ndebele (MP)
Minister of Correctional Services

7. Foreword by Minister of the Department of Correctional Services

The effective alignment of the organisational structure of the Department of Correctional Services (DCS) to the core functions of business, which include the effective management of remand detainees, the incarceration and correction of sentenced offenders and the successful reintegration into society of offenders who completed their sentences, means that we are better positioned to combat crime, through an institution that has a proper understanding of the needs of the various categories of the population we serve.

Through our efforts to make South Africa a much safer place to live in, it is important that our role in the Integrated Justice System is premised on the significance of our shift from an institution of humiliation to an institution of new beginnings. The successful fulfilment of our mandate to rehabilitate every sentenced offender translates into decreased chances of released offenders re-offending.

The Freedom Charter says, "Imprisonment shall be only for serious crimes against the people, and shall aim at re-education, not vengeance." As at 31 March 2013, South Africa's inmate population was 150,608; 45,730 (30.4%) were remand detainees, and 104,878 were sentenced offenders. According to the National Offender Population Profile of September 2012, many offenders were detained for the following crime cat-

egories: economic, aggressive, sexual and narcotics. Offenders sentenced to life imprisonment increased from about 400 in 1994 to more than 11 000 in 2013. More than a third of those incarcerated were youth, and a large number of inmates who, while not under 25, are still in the prime of their life. Children, as young as 17 years old, have committed serious crimes. Our average inmate is a young substance abuser who has dropped out of school before high school, is functionally illiterate, and more often than not, homeless.

Through our efforts to make South Africa a much safer place to live in, it is important that our role in the Integrated Justice System is premised on the significance of our shift from an institution of humiliation to an institution of new beginnings.

In addition, there were 65 931 offenders outside correctional centres who lived in their respective communities; 48 716 parolees, 15 491 probationers (serving non-custodial sentences), and 1 724 remand detainees.

On average, 15% to 20% of the 45 730 remand detainees in custody because they could not afford bail. This has resulted in the poorest of the poor being removed from their families, with related socio-economic implications. The Electronic Monitoring Pilot Project (EMPP) has proven to be effective, efficient and relevant to the broader goals of DCS and the JCPS cluster. It costs the taxpayer R9 876, 35 per month to keep an inmate in custody, whilst electronic monitoring costs R3 379 per month. Electronic monitoring enables officials to monitor offenders throughout 24 hours a day. Alerts are immediately generated, and transmitted, should an offender commit any violation. Interference with the equipment, including tampering or failing to charge the receiver, is electronically relayed to the control room.

At least 95% of those incarcerated will return to society after serving their sentences. It is better to light a candle than to curse the darkness. We are turning our correctional centres into centres of learning. Offenders must read, study and work. We must impact the hearts and minds of offenders so that, upon release, they are in possession of, at least, a certificate in one hand and a skill in the other.

Within two months of launching the Reading for Redemption campaign on 17 September 2012, more than a million rand worth of books were donated. Various models of Reading for Redemption programmes exist globally. In South Africa, partnerships have been established with universities including the University of Zululand, University of KwaZulu-Natal, Unisa, Walter Sisulu University, and Nelson Mandela Metropolitan University. We are implementing the Reading for

Redemption programme in a phased approach. We are currently concentrating on raising awareness and encouraging offenders and officials to read. We, therefore, want to encourage individuals and organisations to donate as many constructive books as possible. A task team is finalising guidelines for implementation of the different phases, and further announcements will be made in due course.

Since the launch of the Victim-Offender Dialogue (VOD) programme on 28 November 2012, 85 VOD sessions were hosted and 1 342 DCS officials trained across the country on the VOD implementation guidelines. One such session was when we welcomed victims of the 1996 Worcester bombing, who arrived in Tshwane by train from Worcester on 30 January 2013, to meet the youngest bomber, Stefaans Coetzee at Kgoši Mampuru II Management Area. VODs are based on a theory of justice that considers crime and wrongdoing to be an offence against an individual or community, rather than the state. Restorative justice, which fosters dialogue between a victim and offender shows the highest rates of victim satisfaction and offender accountability.

As per the National Framework on Offender Labour, we are increasing the number of offenders who take part in offender labour and skills development programmes. On 12 February 2013, we signed a memorandum of understanding with the Department of Basic Education (DBE) to use offender labour to build schools and supply furniture. The obligations of DCS include:

- Manufacture and delivery of school furniture
- Rehabilitation of school furniture
- Construction of school infrastructure
- Maintenance and refurbishment of schools and
- Establishment of school gardens

Offenders across the country are giving back to communities, and demonstrating remorse for crimes committed. Offenders and officials have built and renovated several houses and schools in disadvantaged communities, and that includes tiling, roofing, installing built-in cupboards, painting and plastering, cutting grass and trees, clearing bushes, and cleaning yards.

Our production workshops, which operate as business units, include 10 wood workshops, 10 steel workshops, 19 textile workshops, a shoe factory, six bakeries, and three sanitary towel workshops. Agricultural productivity takes place on our 21 correctional centre farms, and 96 smaller vegetable production sites, all spread over some 40 000 hectares of land.

During August 2012, the abattoir at Leeuwkop Correctional Centre, once again, emerged a winner at the 2012 Nama Phepa Awards. It was declared the best in the province for three successive years in the category of Low Red Meat Abattoir, winning the gold award. At the Boksburg Correctional Centre bakery, 22 offend-

ers produce 2 000 loaves of bread daily, which feed 5 000 offenders.

Between April 2012 and March 2013, inmates at correctional centre farms and abattoirs produced more than 6,5 million litres of milk (6 585 711 litres), 551 000 kilograms of red meat (551 596kg), 1,8 million kilograms of pork (1 863 906kg), 1 million kilograms of chicken (1 077 908kg), 1,4 million dozen of eggs (1 473 995 dozen), 9 million kilograms of vegetables (9 030 042kg) and 607 000 kilograms of fruit (607 768kg).

In the 2012 National Senior Certificate (NSC) examinations, inmates achieved a 79,25% pass rate compared to 68,06% in 2011. This year (2013), 1 713 offenders are registered for the Report 550 (former Matric) mid-year examinations and 212 offenders for the October/November NSC examinations. In 2012/2013, 1 762 offenders were studying towards post-matric/higher education and training qualifications, 3 525 towards further education and training (FET) college programmes (including electrical engineering, civil engineering, mechanical engineering and marketing), and 4 188 participated in skills development programmes (including basic business skills training and entrepreneurship). During 2012, R66,424 million was allocated from National Skills Funds on training 5 837 offenders, including training in scarce skills such as welding, plumbing, bricklaying, plastering, electrical, carpentry, and agricultural skills programmes. In May 2012, 416 youth offenders graduated with International Computer Driver Licence (ICDL) certificates.

In promoting good governance, ethical administration and effective human resource management, we declared 2013 as "The Year of the Correctional Official". When society breaks down, the Department of Correctional Services picks up the pieces and deals with the entirety of the human experience. However, Correctional Officials must first, through their own conduct, earn respect to give this profession the respect it deserves. The balance between internal security and order, as well as rehabilitation, is paramount.

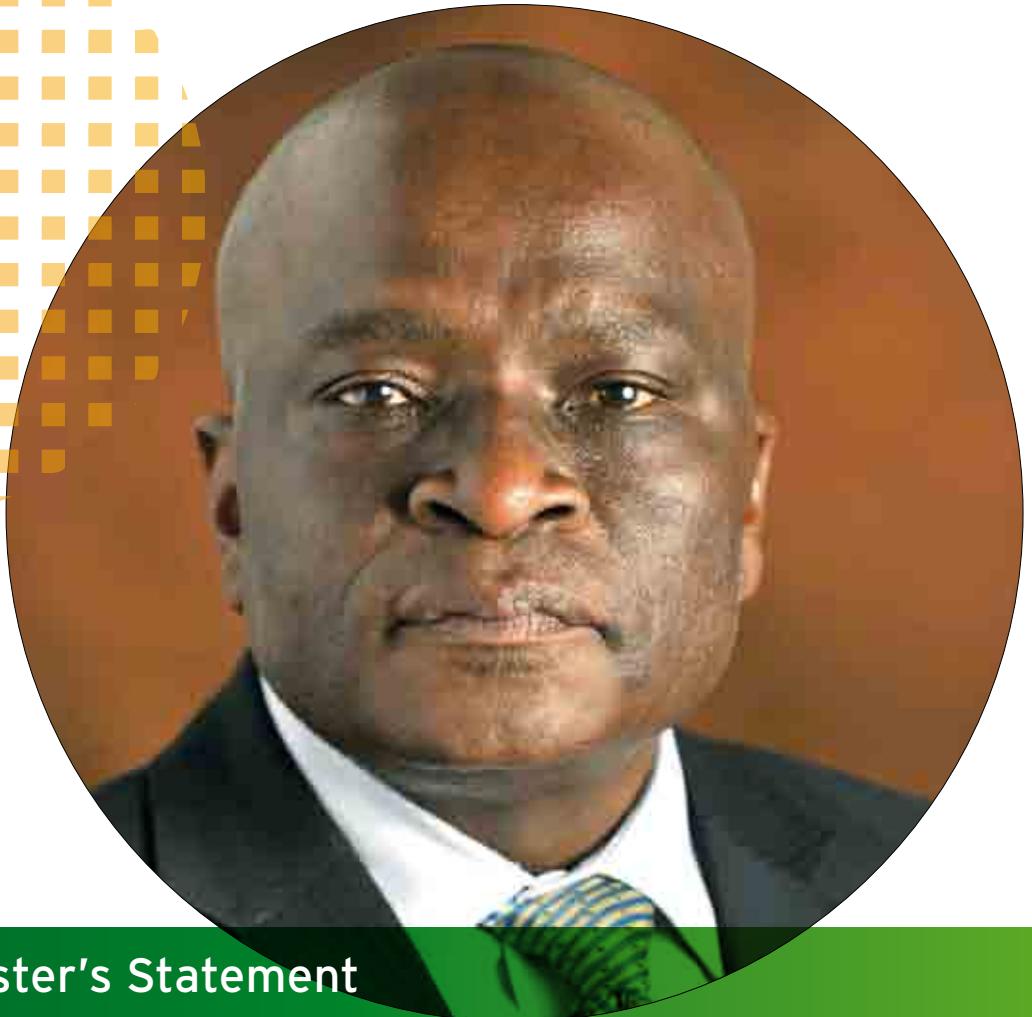
The National Development Plan's Vision for community safety is: "In 2030, people living in South Africa feel safe and have no fear of crime. They are safe at home, at school, at work and they enjoy an active community life free of crime. Women can walk freely in the streets and children can play safely outside..." The Department of Correctional Services attributes towards the achieve-

ment of Outcome 3: "All people in South Africa are and feel safe", which is aligned to the NDP Vision 2030. Therefore, we must ensure that we deliver justice for victims, and offenders make restitution both to society for their crimes and leave correctional centres with better skills and prospects.



JS Ndebele, MP
Minister of Correctional Services
Date: 31 May 2013





8. Deputy Minister's Statement

"Government will not tolerate crime. However, it does not mean that we have to ignore offenders. They are part of our society's problem and rejecting them is not going to solve the problem of crime. They are human beings too, they are our brothers, sisters, our sons and daughters who have disappointed us. They have the right to a chance to unlock their potential to better themselves."

Nelson Mandela
August 25, 1998
Opening of Emthonjeni Youth Centre

This clarion call made by President Mandela continues to guide the work of the Department of Correctional Services (DCS) in dealing with those who have wronged society.

The ruling party mandated government and particularly the DCS to ensure that a comprehensive remand detention system is developed to ensure effective and efficient management of remand detainees. This instruction resulted in Cabinet directing that a branch be established in DCS dealing with remand detention and this has been successfully effected.

We have introduced the Correctional Matters Amendment Act (Act 5 of 2011) which includes section 49G which sets a maximum incarceration period to reduce the number of days spent in a remand detention centre. The Act also introduced sections dealing with terminally ill and incapacitated remand detainees and the wearing of uniform for security and hygiene purposes.

Furthermore, this report clearly points to swift progress on the achievement of the strategic goal of implementing court warrants and ensuring an environment that is consistent with human dignity and international instruments on the treatment of remand detainees.

This achievement is further borne out by the fact that the Department achieved an average monthly placement of 613 remand detainees under the system of community corrections. This translates to a total burden of 7 355 persons diverted from incarceration in correctional centres for the year under review. The Department will continue to work towards improving this number in close cooperation with other cluster role players.

The ruling party mandated government and particularly the DCS to ensure that a comprehensive remand detention system is developed to ensure effective and efficient management of remand detainees. This instruction resulted in Cabinet directing that a branch be established in DCS dealing with remand detention and this has been successfully effected.

Children in correctional centres remain an important area of concern for Corrections in South Africa. The Department continues to strive for the reduction of children in correctional centres in line with the Child Justice Act (Act 75 of 2008). I am pleased to report that for the year under review the number of children in our facilities was reduced from 218 to 135.

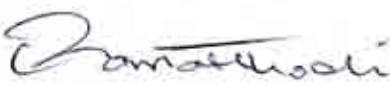
Numbers of female offenders in our facilities remain very low. Given the low security risk posed by women in comparison to their male counterparts, they remain ideal candidates for non-custodial sentences. The mother and baby facilities aim at ensuring that babies below the age of 2 years are kept in an environment that is as conducive as practically possible to enable early childhood development.

The Correctional Matters Amendment Act directs us to focus on vulnerable groups, amongst them, mentally ill inmates. Accordingly we will be focusing most of our attention in the coming financial year on this group within our system. We will be working with various other Departments within the cluster, including the Department of Health, Justice and Constitutional Development, as well as the Judiciary for the development of appropriate instruments and protocols to aid in improving the placement of such inmates.

In conclusion, I am encouraged by the continuing strengthening of relations between the Department and the Office of the Judicial Inspectorate on Correctional Services (JICS). Over the year in review we

have forged ahead in improving partnerships between the Department and the Inspecting Judge and we are pleased that the JICS remains constructively critical of the work we do and its reports continue to remind us of the constitutional obligations we have, as we ensure that our centres restore human dignity through rehabilitation.

We are aware of the current debate regarding the independence of the JICS. The Minister of Correctional Services and I are committed to ensure that we guard the independence of JICS in accordance to the law. The JICS reports to the Minister and Parliament and it must continue to provide constructive and critical criticism as required by the Correctional Services Act. Accordingly, we will work with Parliament and all relevant stakeholders to further strengthen the role and functions of JICS.



Advocate N. Ramatlhodi
Deputy Minister of Correctional Services

Date: 31 May 2013





Ms. NJ Jolingana
Acting National Commissioner of
Correctional Services

9. Overview of the Accounting Officer

It is with great pleasure and humility that I present this Annual Report of the Department of Correctional Service to the Minister of Correctional Services, Dr Sibusiso J. Ndebele for presentation to Parliament.

In our endeavour to achieve the best results we have commenced during 2012/2013 with the review of our strategic plan and the annual performance plan aimed at refocusing the work of the department. Consequently a decision was taken to reorganise the Department into three main branches, namely Incarceration and Corrections Branch, Remand Detention Branch and Community Corrections Branch. The optimisation of the organisational performance included the creation of the post of Chief Operations Officer (COO) to whom six Regional Commissioners and several other operational functions (security and facilities) report. This has also moved us forward in improving coordination and reporting.

In October 2012 the Remand Detention Branch hosted a colloquium on over-crowding. The colloquium also discussed the Draft White Paper on Remand Detention. We remain convinced that even though international observations show that overcrowding is a challenge in various countries, our Constitution engenders us to consider overcrowding from a human rights perspec-

tive. Among the decisions taken at the colloquium, was to finalise the processes currently underway with regard to electronic monitoring with the view of extending it to remand detainees thus reducing overcrowding.

According to the White Paper on Corrections "the ideal correctional official should embody the values that the DCS hopes to instill in the offender, as it is this official who is to assist and facilitate the rehabilitation processes of the offender. An attitude of serving with excellence, a principled way of relating to others and above all a just and caring attitude are essential ingredients of the makeup of a correctional official."

I am pleased that in appreciation of this principle as well as the values of the Department, our officials continued to support initiatives in support of the Nelson Mandela Day during the month of July. Staff members of Correctional Services contributed funds from their pockets in order to build houses for the poor, buying school uniform for children in rural schools, buying toys for chil-

dren in crèches and other similar benevolent deeds. The month of July has thus become part of the calendar of the Department where officials and offenders spend their time reaching out to various communities. We also welcome the strengthening of existing relationships and the building of new relationships that have characterised this period of activism.

The 'Year of the Correctional Official' also means the ability of the correctional official to shine. It is also in this spirit that we also recognised and honoured our officials who continue to excell in various fields through the National Corrections Excellence Awards for the period under review. Accordingly, we will continue to work very closely with organised labour in order to address issues affecting our employees.

We are encouraged by the Department's continued fight against fraud and corruption as reflected in this report. These include taking tough action against those correctional officials who continue to smuggle illegal items including drugs in our centres. In the same vein we commend the majority of our officials who remain loyal to our efforts to fight crime and corruption.

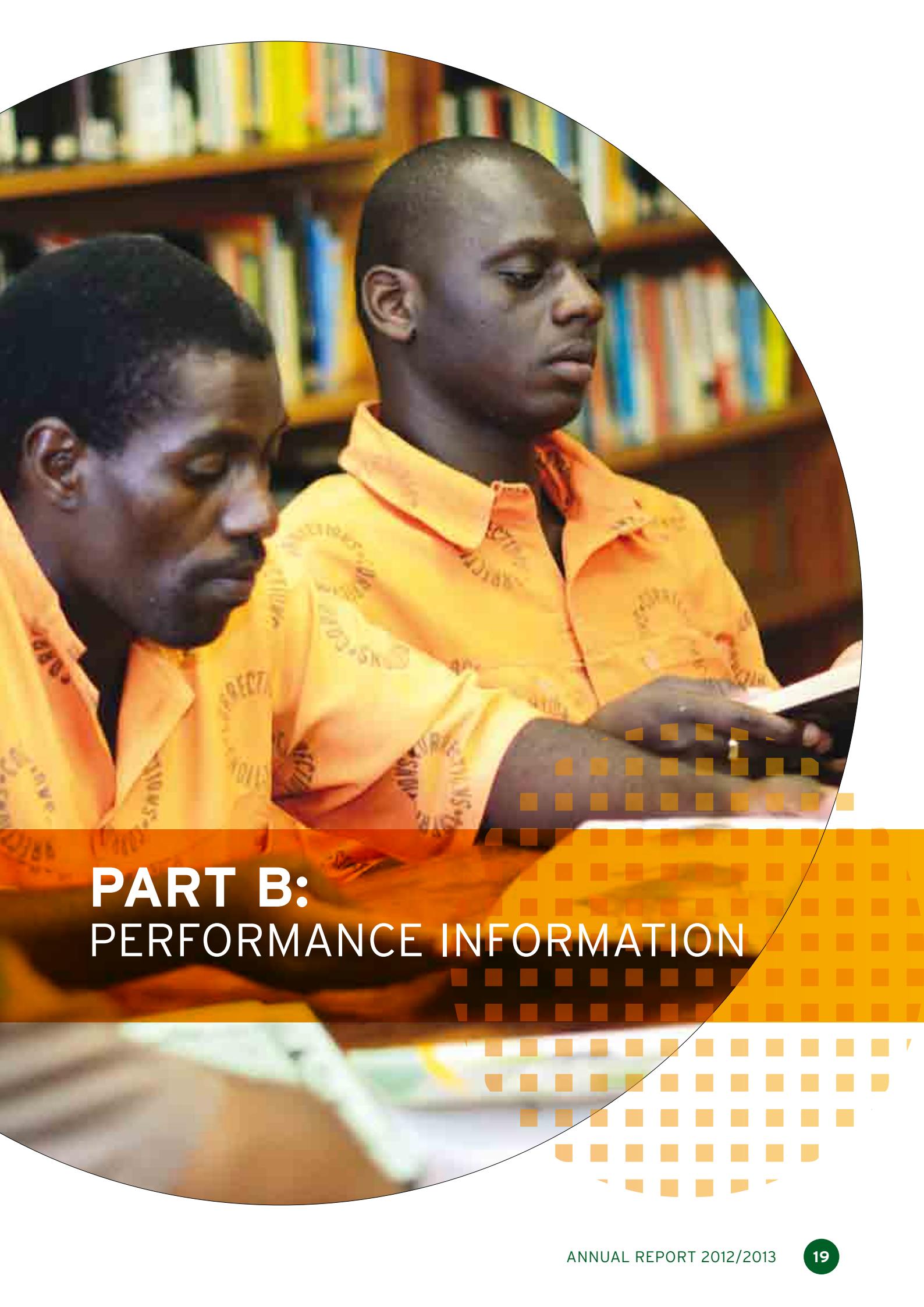
We remain concerned by some of the issues raised by the Auditor General of South Africa (AGSA) and commit ourselves to ensure that we attend to them speedily. We are however pleased that our interactions with AGSA point to a steady but sure improvement of our governance strategies. We remain confident that DCS remains a transparent and accountable organisation in line with the various prescripts governing the discharge of its mandate.

Thank you.



Ms. NJ Jolingana
Acting National Commissioner of Correctional Services
Date: 31 May 2013





PART B: PERFORMANCE INFORMATION

1. Statement of Responsibility for Performance Information for the year ended 31 March 2013

The Accounting Officer is responsible for the preparation of the department's performance information and for the judgements made in this information.

The Accounting Officer is responsible for establishing, and implementing a system of internal control designed to provide reasonable assurance as to the integrity and reliability of performance information.

In my opinion, the performance information fairly reflects the performance information of the department for the financial year ended 31 March 2013



Ms. NJ Jolingana
Acting National Commissioner
Department of Correctional Services
Date: 31 May 2013

2. Auditor-General's Report: Predetermined Objectives

The AGSA currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings being reported under the predetermined objectives heading in the report on other legal and regulatory requirement section of the Auditor's report. Refer to page 118 of the report of the Auditor-general published as Part E: Financial Statements.

3. Overview of Departmental Performance

3.1. Service Delivery Environment

The Department of Correctional Services' service delivery environment is premised primarily on the 1996 Constitution of the Republic, reinforced by the White Paper on Corrections of 2005 and the Draft White Paper on Remand Detention Management, and endorsed by the Correctional Services Act 111 of 1998. The

incumbent government's service delivery mandate that is commensurate with the 5 year electoral period from 2009 to 2014 has generated 12 government outcomes, and Outcome 3 in particular (All People in South Africa are and feel safe), has specific significance in relation to the Department of Correctional Services' service delivery mandate.

The performance environment in which the Department of Correctional Services is mandated to operate, dictates that the department delivers its mandate in alliance with other government departments, particular in the Justice, Crime Prevention and Security Cluster. The Department of Correctional Services cannot successfully execute its service delivery mandate without employing an integrated approach of synchronising all efforts with other JCPS cluster members.

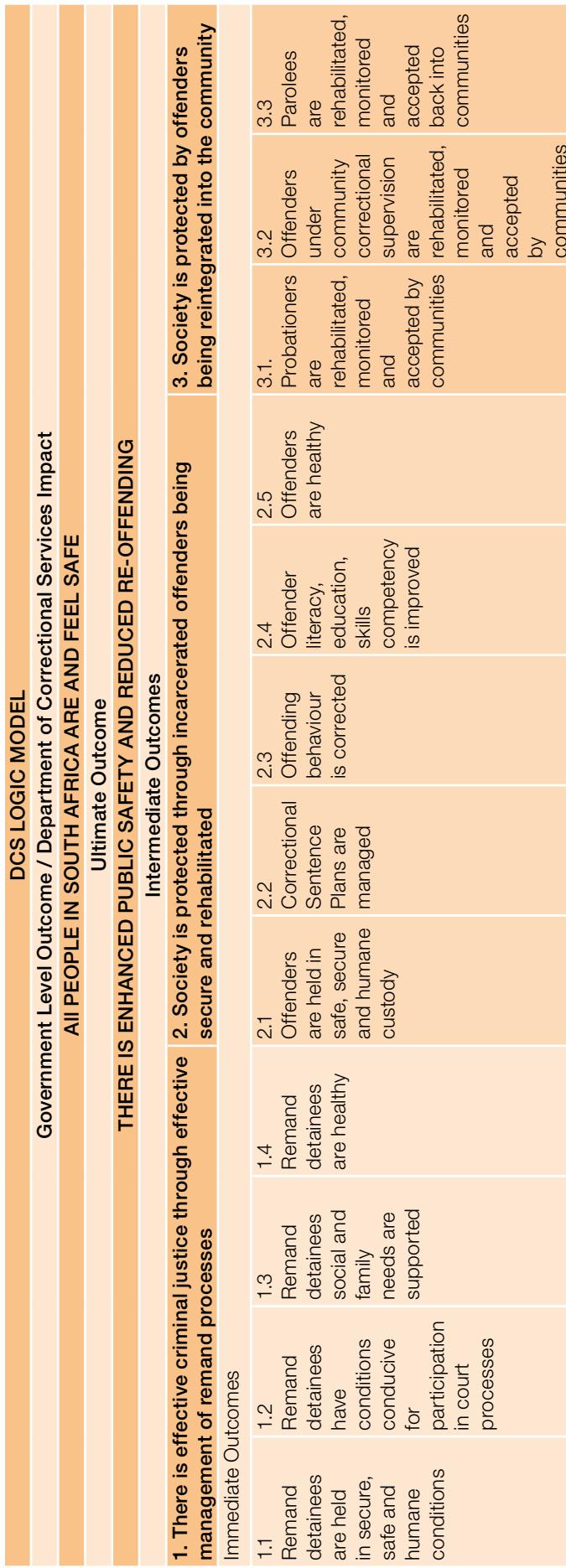
In the fight against crime, the Department of Correctional Services therefore operates within the Integrated Justice System as a crucial partner in the value chain charged with the responsibility, not only of the safe and humane incarceration of offenders, but most importantly, to also correct their offensive behaviour through rehabilitation programmes so that at the end, the offenders are reintegrated back into society as responsible and law-abiding citizens that are less likely to relapse from their hopefully transformed behaviour.

The department's mandate of rehabilitating offenders while at the same time caring for them and developing them either through skills development or educational programmes with the aim of reintegrating them successfully back into society.

The Department also contributes towards the following government outcomes:

- Outcome 1: Improved quality of basic education.
- Outcome 2: A long and healthy life for all South Africans.
- Outcome 5: A skilled and capable workforce to support an inclusive growth path.
- Outcome 11: Create a better South Africa and contribute to a better and safer Africa in a better world.
- Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

The following Logic Model elaborates a clear perspective of the department's role in the delivery of its mandate and where the JCPS cluster fits through the Immediate Outcomes and in the final analysis of government's Ultimate Outcomes.



Below are key strategic issues that define the department's performance environment and from which the department's key performance areas were focused during the 2012/2013 performance period.

Management of Remand Detainees

The calculation for the length of detention solution was developed and deployed to all centres. The solution is currently available in centres where the operational system (Admission and Release) is running. The court referral form which includes feedback has been developed as part of the solution.

A monitoring tool was developed for completion by all the regions so that head office can monitor the implementation of several policies including the cluster protocols. The department has developed a security classification tool for remand detainees, in conjunction with South African Police Service in 2011/2012 to determine the risk profile of remand detainees. The tool covers the following seven focus areas:

- Membership to gangs
- Media coverage
- Use of violence
- Previous convictions
- Drug-related offences
- Vulnerability factors (age, sexual orientation, membership to law enforcement agency) and
- Severity of alleged offence(s)

The tool will be utilised for assessing the remand detainees without bail. The testing phase started as a Pilot on 01 December 2012.

Integrated Justice System

DCS continues to contribute towards strengthening the Criminal Justice System through the following:

- Integrated information and technology system and this involves measures such as collaboration with Department of Home Affairs (DHA) on Automated Fingerprint Identification System (AFIS).
- Cooperative relationship with SAPS on the handling of remand detainees, especially violent and dangerous remand detainees that require additional security measures and at times segregation from other remand detainees.
- Specific interventions on long outstanding remand detainees
- The piloting of the Electronic Monitoring project.
- Increased participation in the care programmes and Skills Development programmes.
- Strengthening of the parole system.
- The Department of Correctional Services adopted a cluster approach to the development of the draft framework for the measurement of repeat offending and was supported by a cluster committee in the drafting of the framework. The framework was consulted with the relevant cluster committees.
- The Department of Correctional Services has partnered with the University of Pretoria to conduct needs-based research projects on behalf of the

department. A profile of short-term (less than 24 months) and medium-term (>2 – 15 years) adult female offenders was conducted in the Pretoria Female Correctional Centre. This in-depth profile attempts to provide a better understanding of this category and also unearth possible strategies to be adopted by the department.

Rehabilitation Programmes

During the 2012/2013 Budget Vote Speech, the Deputy Minister of the Department of Correctional Services announced that the Department of Correctional Services will design appropriate rehabilitation path for offenders who have committed trio crimes, and ensure that appropriate correctional programmes are designed to address offences of car hijacking, business robbery and house robbery, the department has finalised a correctional programme on murder-related offences, named "Changing Lanes" which has been made available to regions for implementation. Currently a programme on robbery is being developed.

The Sexual Offender Treatment Programme was approved. The training schedule has been developed and approved. Twenty three (23) Social Work Managers and supervisors were trained on the programme in February 2013 and training for employees at lower levels is included in the 2013/2014 plan.

Upon approval of the DCS Victim Offender Mediation (VOM) model as a Restorative Justice Intervention programme, the department signed a memorandum of understanding with Foundation of Victims of Crime (FoVoC) with the purpose of tracing victims of crimes for their possible participation during the parole placement considerations of offenders who committed offences against them. During 2012/2013 financial year FoVoC has traced 1037 victims of crime. Forty six (46) of the victims traced by FoVoC have participated in Parole Boards sittings. Another 52 prepared by FoVoC have participated in VOM whilst 875 are ready for participation in either VOM or Parole Board hearing, and are waiting for processes to unfold between FoVoC and DCS.

Electronic Monitoring

The Department of Correctional Services has implemented the Electronic Monitoring Pilot Project (EMPP) during the year under review. The pilot proved that Electronic Monitoring (EM) is an economical effective and efficient tool to manage people within the community corrections system.

Children and Youth Development

The Department works hard in reducing the number of children in correctional centres. Every fortnight children are brought before the Presiding Officer for consideration of the order as stipulated in section 30 (4) of the Child Justice Act (Act 75 of 2008). The total lock-up for Remand Detainee Children for the past three years has drastically decreased from 305 children from end of March 2011 to 218 remand detainee children at

the end March 2012 and 135 remand detainee children on 31 March 2013. This represents a 55% reduction of remand detainee children in DCS facilities from end of March 2011 to end of March 2013.

The approved Youth Offender Strategy (2013–2016) outlines specific areas of focus and monitoring mechanisms under each strategic and financial programme of the DCS for development of incarcerated youth and those under Correctional Supervision. The strategy further serves to guide DCS' officials in mainstreaming youth issues in rehabilitation programmes.

Engagement with other stakeholders

In 2012/2013 a process of re-engaging the Council for Scientific and Industrial Research (CSIR) was initiated and a number of consultations held with various internal stakeholders (IT, Remand Detention, Project Management Office and other). The work conducted by the CSIR was reviewed and a proposal for re-engagement of CSIR has been tabled for consideration in 2013/2014. The re-engagement will result in an enterprise-wide security systems architecture framework aimed at standardising security technology systems. This will also be aligned to the broader IT strategy of the department.

Offender Training and Skills Development

The department has embarked on a project to establish computer-based training centres at youth and adult centres using internal resources. Offender involvement in vocational and skills training programmes in production workshops and agricultural farms is an area that needs some refining. In May 2012, the department hosted a graduation ceremony at Pollsmoor Management Area for offenders who had completed a qualification in computer literacy. This was a project undertaken in cooperation with the Department of Communication with an intention to develop and empower young offenders with Information Communication Technology (ICT) skills to enable them to function independently and to contribute positively when integrated back to society. In total, 416 youth offenders were trained both in the Eastern Cape and Western Cape regions and 141 of them were females. They received the International Computer Drivers Licence (ICDL) certificates after successfully completing the training. The ICDL is an international qualification equivalent to NQF Level 4.

In November 2012, Readecate Trust trained 30 offenders with Grade 12 qualification as Literacy Facilitators in Groenpunt Correctional Centre, each of whom would in turn teach 20 functionally and totally illiterate offenders to read, write, spell, and study. This was made possible by a sponsorship from the Nedbank Foundation, and this helped to increase participation in the literacy programme.

DCS has signed a Protocol Agreement for the period from 2012/2013 to 2015/2016 with the Department of

Higher Education and Training (DHET) for the provision of accredited vocational and basic occupational skills programmes to offenders through the National Skills Fund. These include scarce skills such as welding, plumbing, bricklaying, plastering, electrical, carpentry and agricultural skills programmes and others. In terms of this Agreement, a total of R66 423 713 million was allocated to DCS for the training of about 5 837 offenders during the 2012/2013 financial year and further funding will be based on proposals to be submitted by DCS to DHET annually.

During the financial year 2012/2013, a total of 2 935 youth offenders participated in Formal Education Programmes comprising Literacy, Adult Education and Training, Further Education and Training (Mainstream) and Computer-Based Training.

National Head Office received 3,087 books, St. Albans received R700 000 worth of donated books and 30 individual-donated books for the Reading for Redemption Project.

Victim-Offender Dialogues (VOD)

The project was started on 01 October, 2012 and first launched in Limpopo, Mpumalanga and North West region on 27 November 2012 at Secunda Stadium where about 3 000 people assembled. The second regional launch happened in KwaZulu-Natal, Richards Bay Stadium where a similar number of audience was present. A total of 1 342 DCS officials in all six regions were trained in the VOD Draft Guidelines so as to help them implement the project. A total of 85 VOD sessions and public dialogues have taken place since the project was started.

National Framework on Offender Labour

In terms of contributing towards government economic and infrastructure development agenda, the department has developed a National Framework on Offender Labour which was approved in 2011/2012 to increase the number of offenders participating in offender labour and skills development. The Department of Correctional Services has engaged various stakeholders to involve offenders in mainstream activities that could lead towards poverty alleviation in communities. The involvement of offenders in community projects or activities is important to their rehabilitation and reintegration process.

The department achieved the set target in terms of increasing numbers of offenders eligible for participation in skill development. Out of 37 303 eligible offenders, the department achieved 50,25% in 2012/2013 as compared to 10,52% in 2011/2012. This shows an immense improvement. Offenders participated in agriculture, various production workshops among others.

Sanitary towels manufacturing units were also established at Thohoyandou Correctional Centre, East

London female Correctional Centre and Durban Female Correctional Centre. Project developments include the design and manufacturing of a quality machine in DCS production workshops. Initial samples of the sanitary towels submitted to SABS for testing yielded very good results albeit with a need to improve slightly on the quality of the product, hence the current exercise of developing the machines in our production workshops.

Social Reintegration

The Special Remission of Sentence announced by the President on 27 April 2012 in celebration of Freedom Day, was successfully implemented and monitored over a 10-week period, from 30 April 2012 to 6 July 2012. A total of 45,033 inmates/ probationers/ parolees who benefited from the Special Remission of Sentence were released within the scheduled 10-week timeframe.

Releases from correctional centres

- Conditional: 9 387 (48% of total releases from correctional centres)
- Released on sentence expiry date: 10 308
- **Total releases: 19 695**

Releases from Community Corrections System

- Probationers: 8,605
- Parolees: 16,733
- **Total releases: 25,338**

Re-offending/ alleged re-offenders

A total of 112 inmates had been re-admitted up to 6 July 2012 as reported by regions:

- 28 were proved to have re-offended and were sentenced
- of the 84 alleged re-offenders:
 - 26 did not return from court
 - 4 paid bail
 - 1 was deported; and
 - 53 were still remand detainees

The total of 112 re-offenders/ alleged re-offenders represents 0.25% of the 45 033 offenders/ probationers/ parolees that were released during Special Remission of Sentence.

Parole

The National Council on Correctional Services (NCCS), chaired by Judge Siraj Desai, has considered the case of lifers who qualify.

The progressive parole system that is in place today in South Africa is based on international best practice. It allows for independent decision-making by Correctional Supervision and Parole Boards, and in certain cases allows for the involvement of other role players including representatives of the South African Police, the Department of Justice and even victims. In the case of lifers, the Minister of Correctional Services takes the final decision to grant or not grant parole. In relation to the 368 lifers that the Minister referred to have been affected by the court decision from the Van Vuuren

judgement [Paul François van Vuuren v Minister of Correctional Services and others [2010] ZACC 17], the Minister's decisions were as follows:

- Parole approved: 47
- Day Parole: 95
- Deportation: 3
- Referred to a Mental Health Institution: 3
- Parole not approved: 220
- **Total: 368**

Halfway Houses

The Halfway House pilot project has ended on 27 February 2013. The Department of Correctional Services has extended the pilot for another six months while finalising the policy, procedure and an evaluation report.

Care (Health)

Percentage of inmates diagnosed with mental illness and placed under treatment as at the end of March 2013 is as follows:

The National target was set at 75% (1402/1870) and the achievement was 96,79% (2 565/2 650).

Eastern Cape:	339/349
Free State and Northern Cape:	225/245
Gauteng:	460/470
KwaZulu-Natal:	499/507
Limpopo, Mpumalanga and North-West:	422/428
Western Cape:	620/651

Medical Parole

After the promulgation of the Correctional Matters Amendment Act, the new medical parole policy came into effect on 01 March 2012. The total number of applications received from April 2012 to March 2013 is 157. The Medical Parole Advisory Board has recommended 38 applications. Hundred and fourteen (114) were not recommended because they did not meet the criteria and also not recommended by the centre-based medical practitioner. Fourteen (14) offenders died while their applications were being considered.

Security

The department remains committed to its multi-faceted approach to security management and has set itself ambitious targets in this regard.

A National Gang Management Task Team was established to ensure operationalisation of the Gang Management Strategy.

- Developed a gang management framework
- Contained gang activities in most of the identified centres by implementing a gang management strategy
- Outbreaks of gang related violence experienced in 2012/2013 showed root cause to be poor implementation of strategy and poor management of complaints and requests

There was an increase in the number of escapes during the 2012/2013 financial year. The number of unnatural deaths also increased as indicated on the tables below:

Escapes

The following table indicates the escape trend from 2008/2009 to 2012/2013. The Department has successfully down-managed escapes to below 50. This year there were 31 incidents of escapes including the unfortunate escape of several inmates in one incident. This resulted in a slight increase (from 41 to 43) in the year under review.

Escapes				
2008/ 2009	2009/ 2010	2010/ 2011	2011/ 2012	2012/ 2013
65	56	106	41	43

Unnatural Deaths

The following table indicates trends of unnatural deaths from 2008/2009 to 2012/2013. Suicides remain a significant cause of unnatural deaths amongst inmates.

Unnatural Deaths				
2008/ 2009	2009/ 2010	2010/ 2011	2011/ 2012	2012/ 2013
62	49	52	46	57

3.2. Service Delivery Improvement Plan (SDIP)

In accordance with the Public Service Regulations, Chapter 1, Part III C, all government departments are required to develop a Service Delivery Improvement Plan and to publish an annual statement of public service commitment which will set out the department's service standards that citizens and customers can expect and which will serve to explain how the department will meet each of the standards.

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

Main services provided and standards

Main services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
Improvement of telephone etiquette at all service points.	<ul style="list-style-type: none"> General public Service Providers Employees Families of inmates 	<ul style="list-style-type: none"> General public Service Providers Employees Families of inmates 	Switchboard open 24 hours	<ul style="list-style-type: none"> Most correctional centre switchboards are manned at all times. In many regions lines are put through to night shift control offices. In KZN new switchboards installed in 3 centres. Regional Office switchboards are operational during working hours only Head Office switchboards are operational during working hours.
			Trained switch board operators, especially in customer relations.	<ul style="list-style-type: none"> Some frontline staff has been trained in telephone etiquette and customer relations protocols. In KZN training needs have been given through to Human Resource Development.
			Information about DCS services played while holding the line.	<ul style="list-style-type: none"> Not achieved in all centres. Needs have been registered with the service provider. Where new switchboards are installed this functionality will be provided for.
			Dissatisfied callers' grievances would be responded to within a week.	<ul style="list-style-type: none"> Grievance registers were maintained and monitored by Heads of Correctional Centres.
			Centralised switchboard number advertised	<ul style="list-style-type: none"> The intranet and internet telephone list is updated on a regular basis. Centralised number displayed in telephone directory.
			DCS hot line numbers available	<ul style="list-style-type: none"> Numbers displayed on information boards and printed on Service Delivery Charter.
			Updated website	<ul style="list-style-type: none"> The DCS website is updated on an on-going basis
			Departmental Investigation Unit telephone number available	<ul style="list-style-type: none"> The Dept Investigation Unit contact number is available in all centres as well as on the internet and intranet
			Toll free number available to report fraud & corruption	<ul style="list-style-type: none"> The Dept Investigation Unit contact number is available in all centres as well as on the internet and intranet.
Improve scheduling of visitation to offenders	Families of offenders Legal representatives	Families of offenders Legal representatives	Suggestion boxes in visitor's area	<ul style="list-style-type: none"> Suggestion boxes are available in the majority of the correctional centres. There is ongoing interaction with visitors regarding policies and procedures.

Main services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
			Evaluation forms in visitor's area.	<ul style="list-style-type: none"> Customer satisfaction rating forms have been printed and distributed to all service points. Visitors' areas have been targeted. This rating facility is also available on the intranet and internet.
			A visitor's reception and waiting area.	<ul style="list-style-type: none"> Visitors parking areas are not available at all centres. However where there are such areas, they have been sign posted for easy identification.
			Parking area for vehicles will be provided outside the security fence of each correctional centre.	<ul style="list-style-type: none"> Target not achieved. Not available at all correctional centres.
			Complaints and requests procedures are communicated to every offender on admission.	<ul style="list-style-type: none"> The Head of the Correctional Centre or his/her delegate and Independent Correctional Centre Visitor monitor the complaints and request consistently.
			Orientation manual available to all admission sections.	<ul style="list-style-type: none"> Offenders are oriented on complaints procedures and privilege systems upon admission.
			Offenders to receive information and or pamphlet/ brochure on the privilege system in different languages.	<ul style="list-style-type: none"> Brochures and pamphlets mostly available in English in all centres. Availability of pamphlets in different regional languages not achieved.
			Policy and procedures will be explained to the community members (family, friends, and employers) via a video/DVD in the waiting room.	<ul style="list-style-type: none"> Offender Rehabilitation Path (ORP) video available in some centres. Policy & procedures not readily available.
			Announcements on community radio stations and local newspapers during Corrections week.	<ul style="list-style-type: none"> Community radio stations are utilized to convey messages to specific target groups during Corrections Week.
			All front line staff wear name tags and DCS uniforms with right insignia.	<ul style="list-style-type: none"> Frontline staff wears corporate wear and proper insignia correctly. Name tags not available in all centres. Target not achieved.

Main services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
			Encourage families and friends of offenders through community structures to visit offenders.	<ul style="list-style-type: none"> • In some regions community integration forums were established. • Open/ Family days are utilized to encourage visits. • Community Policing Forum meetings are utilized.
			Make contact details of Management Area, and National Contact Centre available for communities to log complaints and suggestions or solutions.	<ul style="list-style-type: none"> • Management Area contact details are made available in all regions. • National Contact Centre stopped functioning at all. Staff and equipment brought to Head Office and integrated with Presidential Hotline.
Management of 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 are informed about all services, including procedures for payment of bail and fines.	<ul style="list-style-type: none"> • Offenders are informed about procedures regarding payment of bail and fines upon admission. • Roll calls are utilized as well.
			Offender's family and employer(s) will be informed telephonically.	<ul style="list-style-type: none"> • Family members and employers informed telephonically. • Registers are available at centres. • Offenders allowed time to inform families.
			Integrated Justice System (IJS) partners fully informed regarding standard procedure.	<ul style="list-style-type: none"> • During attendance at IJS Cluster & case flow meetings bail & fine processes are communicated.
			Access to correctional facilities during official working hours. Prior arrangement if arrival after the working hours.	<ul style="list-style-type: none"> • Offices are open between 08:00 – 16:00. Prior arrangements made for late arrivals.
			Proper waiting area for members of the public, with information pamphlets.	<ul style="list-style-type: none"> • This facility is not available at all centres. Information pamphlets not available at all centres. Target not fully met.
			Clear signage of reception areas.	<ul style="list-style-type: none"> • Clear signage is available in most centres.
			All front line staff wear corporate wear with right insignia and name tags.	<ul style="list-style-type: none"> • Frontline staff wears corporate wear and proper insignia at all times. Non-compliance with wearing of name tags.
			Intercom systems in all Remand Detention Facilities.	<ul style="list-style-type: none"> • Target not met.

Main services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
			Prompt locations of the accused – Admission & Release also with reference to remand detainees (bails & fines).	<ul style="list-style-type: none"> • Target not met in all centres.
			Assistance to trace the whereabouts of a person to assist the family members or employer.	<ul style="list-style-type: none"> • Target not met in all centres.
Access of service providers and other stakeholders into Correctional Centres	Service Providers Stakeholders.	Service Providers Stakeholders.	To be addressed in an appropriate vernacular.	<ul style="list-style-type: none"> • All centres comply.
			Upon application for access proper orientation done.	<ul style="list-style-type: none"> • Service Providers are all registered and quality assured. • All service providers are oriented on protocol issues.
			All community members/ organisations to be properly identified at all times. Indemnity forms to be completed.	<ul style="list-style-type: none"> • Indemnity forms not completed by all centres. • Identification cards issued to service providers.
			To be issued with a whistle to blow in case of emergency inside the centre.	<ul style="list-style-type: none"> • Whistles not issued to service providers as a standard procedure. They are all escorted by officials upon arrival.
			Clear signage to the correctional centre and of reception areas.	<ul style="list-style-type: none"> • All centres comply.
			Security officials/ Unit staff assigned to escort and guard service providers.	<ul style="list-style-type: none"> • Service providers escorted at all times.
			Transport to be available at all centres for movement from access gate to specific section.	<ul style="list-style-type: none"> • Transport not available in all centres to ensure service providers arrive at specific section. Escorting of service providers always done.
			Seamless transfer between Management Areas.	<ul style="list-style-type: none"> • Centres comply.
			Searching cubicles to ensure privacy of searches.	<ul style="list-style-type: none"> • Searching of all service providers in appropriate search cubicles.
			Any materials or equipment being used will be x-rayed and approved by the Head of Correctional Centre.	<ul style="list-style-type: none"> • X-ray scanners not functional at the majority of centres. Target not fully met.

Main services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
			Security classification of inmates is taken into consideration when service providers render services to groups of inmates.	<ul style="list-style-type: none"> • All centres complied.
			Preparation of all visitors before the visit and debriefing after the visit if required.	<ul style="list-style-type: none"> • Preparation of service providers done before visiting. • De-briefing not always done after visits. • Database of all service providers maintained.

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	<ul style="list-style-type: none"> • Regular orientation sessions with all new admissions. • Orientation sessions with families of new admissions on protocol/policy issues. • During community outreach programmes communities are informed of various correctional centre processes and the need for interaction from them. • Ministerial Imbizos used as platforms. • Round table discussions with stakeholders used as well.
Meetings / orientation regarding privilege systems for visitation	Families of offenders Legal representatives Stakeholders	Families of offenders Legal representatives	<ul style="list-style-type: none"> • Regular orientation sessions take place with families of offenders, legal representatives/ stakeholders regarding visitation processes and access.

Service delivery access strategy

Access Strategy	Actual achievements
Visitors accessing correctional centres to visit family and friends	<ul style="list-style-type: none"> • Sign boards for directions on premises and in correctional centre in most centres. • 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 for searching are available in most centres. Not available in some smaller centres. • Emergency contingency plan in place and members receive regular briefing sessions. • Bagless society compliance communicated. • Lock up facility for belongings. • Open / Family days – Part of the Corrections Week activities in September 2012 included arranging of Family Days at the centres.

Access Strategy	Actual achievements
Stakeholders and service providers accessing correctional centres to deliver programmes, and to deliver goods & services	<ul style="list-style-type: none"> • 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 Correctional Centre. • Parking areas designated. • Fire arm safe. • Searching cubicles to ensure privacy in searching in most centres. • Emergency contingency plan in place and members receive regular briefing sessions. • Bagless society compliance. • Lock up facility for personal belongings.
Arrangements for payment of bail & fines	<ul style="list-style-type: none"> • Promotion of bail & fine payments posted in Remand Detention Facilities visiting areas for easy access to visitors. • Bail & fine registers implemented and monitored on a daily basis.
Booking system for visitors	<ul style="list-style-type: none"> • Some correctional centres have established call centres to manage booking of visits. This will be rolled out in the new financial year.

Service information tool

Types of information tool	Actual achievements
DCS Service Delivery Charter	<ul style="list-style-type: none"> • 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 materials were 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	<ul style="list-style-type: none"> • Information on privilege system is communicated on a regular basis. • Orientation manuals utilised effectively. • Notice Boards are utilised to promote services. • Morning parades used to communicate operational and policy changes. • Telephone calls to Next of Kin to assist with bail processes are offered.

Complaints mechanism

Complaints Mechanism	Actual achievements
Complaints and requests procedures	<ul style="list-style-type: none"> • Complaints registers available in all correctional centres and monitored by Heads of Centres.
DCS Hotline	<ul style="list-style-type: none"> • A telephone number and email address is available where complaints can be lodged.
Customer Satisfaction Rating tool	<ul style="list-style-type: none"> • A customer satisfaction rating tool is functional on the internet and intranet. The system is used by officials as well as stakeholders, relatives of offenders and the public. • A management reporting tool was developed and is functional.
Presidential Hotline	<ul style="list-style-type: none"> • The DCS Presidential Hotline was moved from SITA to the DCS Head Office and operates as the 2nd line specialist support. An average of 95% monthly success rate has been recorded.

3.3. Organisational Environment

The Minister granted approval of the organisational restructuring process, as a result during the year 2012/13, the Department embarked on an organizational structure re-alignment process which was to ensure alignment of service delivery with the Mandates, Correctional Services Act III of 1998, as amended, the White Paper on Corrections and the DCS Logic Model. The approval of the high level structure by the Minister, saw the establishment of the Office of the Chief Operating Officer, the Community Corrections and Remand Detention Branches. The Legal Services unit was elevated to a Chief Directorate as such the appointment of the Deputy Commissioner Legal Services was concluded.

The finalisation of the organization structure re-alignment process for the Branches, Regions, Area and Correctional Centres will be finalized in the year 2013/14.

Case Management Committee (CMC) structure was approved by the Minister on 5 December 2012. Correction Administration and HRD components are currently rolling out retraining of regional officials on CMC with the aim of enhancing the effectiveness of Case Management Committees. A total of 60 Chairpersons, Secretaries and Clerks in the Free State and Northern Cape region were the first to receive training.

The Department is faced with a number of labour related challenges, such as implementation of OSD and shift systems. In response to these challenges, the Minister appointed a Ministerial Task Team, (MTT) comprising of Labour and Management under the leadership of the Chief Deputy Commissioner: Human Resources to look into these challenges. A report on the outcome of the work of the work of this MTT will be finalised in 2013/2014.

DCS is an equal opportunity employer and complies with the provisions of the Employment Equity Act in the appointment and promotion of all staff. During the year under review, a total of 451 newly graduated Learners were absorbed into vacant permanent positions created as a result of cohorts resigning together creating a vacuum. The Department continues to offer financial support in the form of bursaries to increase and strengthen internal capacity. In 2012/2013, 173 bursaries were allocated to internal, external communities including youth and people with disabilities.

The following strategic posts were vacated, efforts are underway to fill them with appropriate candidates:

- Chief Financial Officer (CFO)
- Chief Deputy Commissioner (CDC): Strategic Management

During this financial year the number of IT Consultants was reduced by more than 50% from 74 in 2011/12 to 31 in 2012/13. The current consultants augment various skills levels required by the Branch: GITO.

In improving the skill base of officials, the department continues to train officials in order to be updated with latest developments within their areas of professionalism. During the year under review, 17 662 officials in various occupations were trained in line with the workplace skills plan. Some of the trainings offered were for 90 Emergency Support Team (EST) officials; 2 782 officials trained in Firearm Control Act and Use and handling of firearms and a total of 20 members from 4 EST teams were trained in tactical firearm training.

The Department did not experience any major disruption, such as a strike action by staff. However, a number of challenges delayed meeting of some of the targets set for the reporting period.

Department of Correctional Services has overcrowded correctional centres. The shortage of bed spaces remains a challenge. The department is engaging role players to fast track construction projects. Research was done after which, optimum size was decided to be between 500 and 1500 bed spaces. A research document was submitted to the National Commissioner and it was approved.

In terms of infrastructure development, three school facilities are being developed and are near completion, which is Vanrhynsdorp, Ceres and Tzaneen. Despite having some challenges of overcrowding, the department is still continuing to provide a humane environment for offenders in incarcerations.

At the end of 2012/13 financial year, the department had 242 correctional centres divided according to bed space as follows:

Number of centres per capacity group	
As at 2012/2013	
0 – 250	110
251 – 500	42
501 – 1 000	62
1 001 – 1 500	13
1 501 – 2 000	5
>2 000	10
Total	242

Altogether 242 correctional centres accommodate 150 608 offenders categorised according to their gender as follows:

Total inmate population according to gender		
As at 2012/2013		
Male	Female	Total
147 228	3 380	150 608

Inmate population according to sentenced and unsentenced offenders

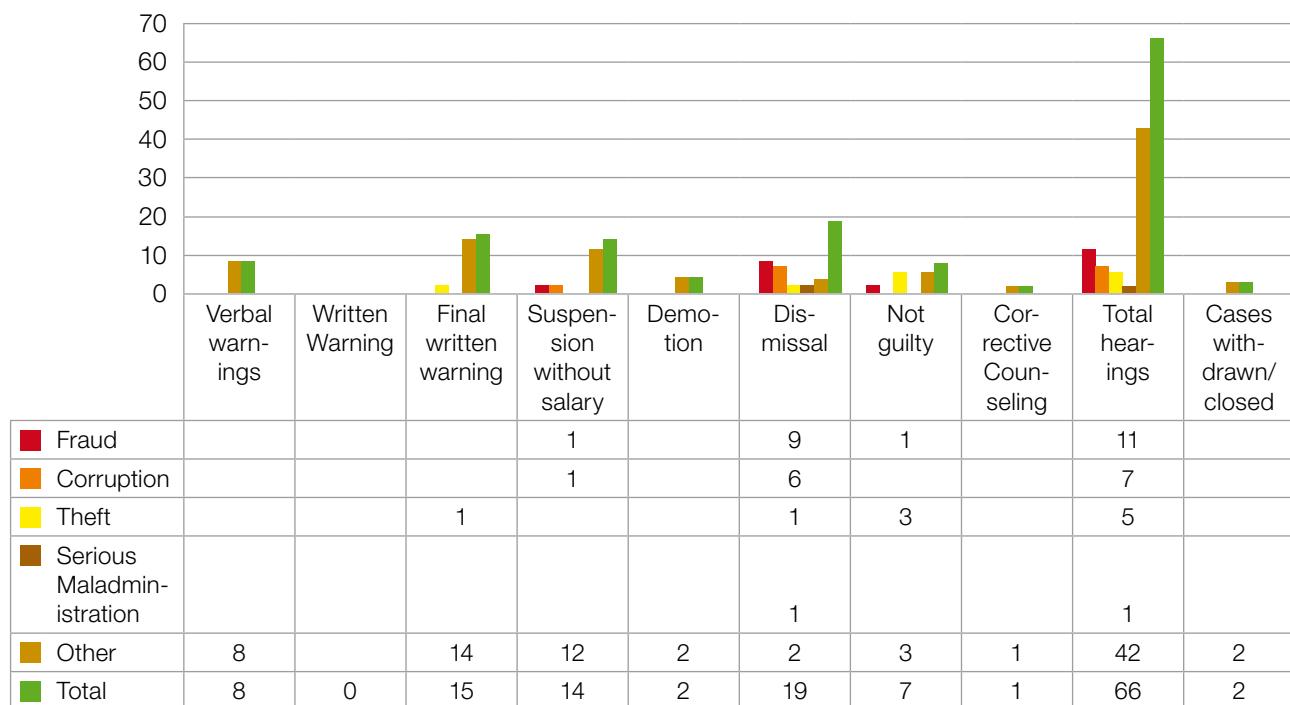
Sentenced offenders		
As at 2012/2013		
Male	Female	Total
102 486	2 392	104 878

Unsentenced inmates		
As at 2012/2013		
Male	Female	Total
44 742	988	45 730

The Special Remission of Sentence announced by the President during Freedom Day celebrations was implemented and monitored.

In terms of Section 95A and 95B of the Correctional Services Act, the department must investigate and finalise disciplinary processes as required by the Act. Twenty-four (24) workshops on prevention of fraud and corruption, and ethics were held nationally with all staff working in finance and logistics. Cases are received via the National Anti-Corruption Hotline number at the Public Service Commission (PSC). The following statistics indicate the number of cases handled by the departments Code Enforcement Unit in the financial year:

Code Enforcement Cases finalised 2012/13



Code Enforcement finalised 68 cases in the financial year, 22 cases were on fraud, corruption and theft. 19 officials were dismissed, 7 were found not guilty by the disciplinary hearings and 14 received suspension without salary, 1 official was given a final written warning by the appeal authority after the official appealed against their dismissal.

3.4. Key Policy Developments and Legislative Changes

The Department of Correctional Services is guided by the White Paper on Corrections which was adopted by Cabinet in 2005. The White Paper also sets objectives against which the people of South Africa can measure the department's performance and service delivery. Since the White Paper was adopted, the department has undergone various changes that included policy review and amendment of the Act to align with the White Paper on Corrections.

Legislative Changes

Correctional Matters Amendment Act (Act 5 of 2011)

Though the above-mentioned legislation was signed into law on 25 May 2011, it was decided that the implementation would be done in phases. The date for the implementation of several provisions was 01 March 2012 with the exception of section 48 (clothing for Remand Detainees), 49E (referral of terminally ill or severely incapacitated remand detainees to court) and 49G (referral of remand detainees to court based on the length of detention).

Some sections require cooperation amongst several JCPS cluster departments and these include section 49E, 49F (temporarily release of remand detainees under the supervision of South African Police Service for further investigation) and 49G. In terms of section 49E and 49G, cluster protocols were developed. The protocols which outline the responsibilities of several cluster departments were endorsed by the JCPS cluster DGs on 02 July 2012 and approved on 14 July 2012. The official implementation date for the Section 49E was 01 December 2012 and there was no referral in 2012/2013 financial year. The circular as well as the protocol was communicated to all regions and several JCPS cluster structures.

In terms of section 49F, 894 remand detainees were handed over to SAPS for further investigation. Section 49G's implementation date is 1 July 2013 and the court outcomes will be similar to those used by courts in applications for bail review.

Policy Development

The most significant policy achievement was the approval of:

A) Draft White Paper on Remand Detention Management in South Africa

The Draft White Paper on Remand Detention Management in South Africa was consulted with key role players in government and several other key stakeholders and interest groups. Amendments were effected after each phase of consultation. The document was submitted to the National Development Committee for further consultation processes which will include such structures as the DGs' Committee, Ministers' Committee, Cabinet Committee and eventually to Parliament for approval.

B) Integrated Employee Health and Wellness Policy (IEHW)

Department of Correctional Service previously had an Employee Assistance Programme and HIV/AIDS workplace programme which was not integrated. In ensuring integration and promoting a multidisciplinary approach towards employee health and wellness, an Integrated Employee Health and Wellness Policy was developed. This policy intends to link individual health, safety and wellness, organisational wellness, environmental sustainability, quality management to productivity and improved service delivery outcomes and aims to create, promote and maintain an enabling work environment by using a range of mandates to give the policy a momentum.

C) Information and Communication System Security Policy and Procedures (ICSSP)

The increasing dependence on information and communication systems and services clearly means government departments are more vulnerable to security threats than before. The department developed a policy on Information and Communication Systems Security to ensure that all DCS information and communication systems are safeguarded from any accidental or unauthorised modification, disclosure and destruction. The policy, together with the supporting control documentation will ensure that DCS business objectives are achieved through the securing of infrastructure and data. The policy will ensure that control measures are put in place to prevent, identify and rectify possible detrimental events that might threaten the DCS IT environment.

4. Strategic Outcome-Oriented Goals

The department is committed to the following three strategic goals that contribute to the fulfilment of the core functions:

STRATEGIC OUTCOME-ORIENTED GOALS		PROGRESS
Strategic Outcome-Oriented Goal 1	There is effective criminal justice through the effective management of remand processes.	Draft White Paper on Remand Detainees Management was developed and consulted with several stakeholders including JCPS cluster structures, NGOs, academic institutions and organizations representing inmates. The department commenced with the implementation of the Correctional Matters Amendment Act (Act 5 of 2011). The official implementation date set for the Section 49E is 01 December 2013 and the preparatory processes for 49G were put in place for official implementation in 2013. A total of 34,290 applications were submitted to court for bail review. Of these applications, 7 355 were placed under non-custodial system and this translated to a monthly placement of 613 Remand Detainees.
Goal Statement	Establish effective management of remand processes by ensuring that remand detainees are held in secure, safe and humane conditions, have conditions conducive for participation in court processes, that their social and family needs are supported and that they are healthy.	
Strategic Outcomes Oriented Goal 2	Society is protected through incarcerated offenders being secure and rehabilitated.	Total of 104 878 offenders are incarcerated. Offenders are involved in various rehabilitation programmes based on their Correctional Sentence Plans.
Goal Statement	To provide services and interventions that will contribute to the safety and rehabilitation of offenders by ensuring that offenders are held in secure, safe and humane conditions, correctional sentence plans are managed, offending behaviour is corrected, offender literacy, education skills competency is improved and that they are healthy.	
Strategic Outcomes Oriented Goal 3	Society is protected by offenders being reintegrated into the community as law abiding citizens	During the President's Special Remission of Sentences, 45 033 offenders were released from both Correctional Centres and Community Corrections as follows: <ul style="list-style-type: none"> • Conditional: 9 387 • Sentence expiry date: 10 308 Total: 19 695
Goal Statement	To provide services and interventions that will contribute to the reintegration of offenders as law abiding citizens into communities by ensuring that probationers are rehabilitated, monitored and accepted by communities, offenders under community correctional supervision are rehabilitated, monitored and accepted by communities and parolees are rehabilitated, monitored and accepted back by communities.	Releases from Community Corrections System <ul style="list-style-type: none"> • Probationers: 8 605 • Parolees: 16 733 Total: 25 338

5. Performance Information by Programme

5.1. Programme 1: Administration

Programme Purpose: Provide the administrative, management, financial, information and communication technology, research, policy coordination, office accommodation and good governance support functions necessary for all service delivery by the department and in support of the functions of the Ministry.

Strategic objectives:

- Build capacity for improved service delivery
- Professionalisation of Department of Correctional Services
- Provide ICT Infrastructure using international security standards

Sub-programmes: Management

Strategic objectives: Provide administrative, planning, resourcing, monitoring, evaluation and reporting, ICT, communication, legal services, research, policy coordination and international cooperation support functions necessary for all service delivery by the department and in support of the functions of the Ministry.

Sub-programmes: Finance

Strategic objectives: To provide effective and efficient financial and supply chain management.

Sub-programmes: Corporate Services

Strategic objectives: To improve human resource capacity and management to enable department to fulfil its mandate.

Key Performance indicators and their targets and actual results

Performance during the 2012/2013 financial year continued to be focused on improving business efficacy particularly with specific reference to ICT systems and management controls. The Minister spoke during the year of a need to improve the department's financial controls to gear performance towards a clean audit.

Discipline continues to be a challenge within the department, however measures are in place to pursue excellence through application of stringent disciplinary measures against staff/ personnel found to be transgressing against the department's and the Public Administration's code of conduct.

Performance indicators and targets were developed with the end-objectives in mind, basically of improving the quality of service that the department delivers against the mandate of ensuring that South Africans are and feel safe. Delivery of this mandate in reliant upon the department's fulfilment of the requisite standards and control measures, mainly through the quality of the people that the department employs and the management systems, processes and controls that are in place to guard against abuse of the system, from the officials that man the gates of correctional facilities to the staff in procurement and supply chain, and the most senior managers in the department.

Strategic Objectives: Provide the administrative, planning, resourcing, monitoring, evaluation and reporting, ICT, communication, legal services, research, policy coordination and international cooperation support functions necessary for all service delivery by the Department and in support of the functions of the Ministry.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Number of audit qualifications and matters of emphasis in audit against predetermined objectives	IPMER policy has been reviewed to have an inclusive Integrated Planning, Monitoring, Evaluation and Reporting Policy. The process of consulting business to recommend the approval of the Integrated Planning, Monitoring, Evaluation and Reporting Policy was underway at the end of the financial year 2011/2012. The Annual Performance Plan Data Capturing Tool was developed and implemented in order to improve performance information for decision-making purposes and accountability.	Reduce level of deficiencies on pre-determined objectives using the 2010/2011 AGSA Report.	Corporate performance management system was put on hold. Integrated Planning, Reporting, Monitoring and Evaluation and Reporting Policy and Procedures was submitted to the office of DC PC & R for approval by the Minister.	The IPMER policy is awaiting approval by the Minister.	This target involves a number of role players. Development of Corporate Performance Management System was put on hold due to challenges relating to ICT basic infrastructure.
Functional system for monitoring of repeat offending in South Africa	New Indicator.	Monitoring of repeat offending in relation to trio crimes is piloted.	The development of the Framework for measuring repeat offending was completed. The Framework was consulted with repeat offending cluster task team. Both these documents were approved by the National Commissioner.		The delay in the approval of the Framework by the DG Cluster Committee has held up the implementation of measurement of repeat offending on trio crimes.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Percentage of people rating Correctional Services as performing well	New baseline established.	A 5% improvement of positive performance rating per annum.	The Tracker Research conducted through GCIS during 2012/2013 has been completed but the research report is not yet available to determine if there was improvement in DCS rating or not.	None.	None.
	A new baseline on the public rating of performance is established.	Determine a baseline by subscribing to GCIS media monitoring services so that a scientific analysis of all media reports is available.	GCIS monitoring service was not available so the monitoring was done in-house. Positive reports: 341(35%) Neutral reports: 423(43%) Negative reports: 217(22%) Total: 981 Positive and neutral media reports outweigh negative reports 78% to 22%.	None.	GCIS monitoring service was not available so the monitoring was done in-house.
Number of stakeholder round table events presented at all levels of management	New Indicator.	One stakeholder round table event per region and two events at national level and two media consultative sessions (10 events).	National media conferences held: Six Regional Media conferences held: 58 National Stakeholder sessions held: 2 Regional Stakeholder sessions held: 34	None.	Over achievement.
Percentage of officials charged with fraud, corruption and serious maladministration and found guilty of at least one count	97.24% success rate. <ul style="list-style-type: none">• 145 official hearings finalised,• 141 found guilty,• 4 Acquitted. Sanctions: <ul style="list-style-type: none">• Verbal Warning 2;• Written Warning 3;• Final Written Warning: 82;	86% conviction rate.	Success Rate 89.39%.	None.	None.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
	<ul style="list-style-type: none"> • Suspension without salary 28; Dismissal 25; Demotion:1 • Cases withdrawn 15; • Officials resigned 2; • Contract Rescinded: 1 <p>Total Cases handled 163.</p>				
		24 Anti-Corruption awareness and Fraud Prevention workshops.	Corrective Counselling 1. 24 workshops conducted (LMN, WC, EC, FS & NC and Gauteng and the two Colleges).	None.	None.
Percentage of finalised litigation cases successfully defended by Correctional Services	<p>74% success rate. 674 litigation cases received.</p> <ul style="list-style-type: none"> • 165 cases finalized: 122 in favour of DCS and 43 against DCS. • 963 requests for opinion were received. 	74% success rate in all litigation	Carried over= 1284 Received=163 Finalized= 43 In favour DCS=28 (65.11%) Against DCS= 5 (34.88%) Pending= 1404 .	None.	None.
		12 workshops/ presentations on prominent legal issues	No workshops held.	None.	None.
End Point to enable interoperability between DCS Core Business Systems and other JCPS Departments' Systems established	Completed the baseline for integration points. APIS implemented at 32 correctional centres and 99 community corrections offices. Implemented Video Remand in 21 correctional centres that are linked to 46 courts.	End Point established and functional.	No Achievement.	Deviation is because RDOMS was put on hold due to delays in delivery of solutions and service providers having exceeded the agreed upon timeline for specified preceding task.	RDOMS was put on hold due to delays in delivery of solutions and service providers having exceeded the agreed upon timeline for specified preceding task.
Basic ICT Infrastructure Renewed	100% VPN prerequisite phase completed.	VPN established; Bandwidth upgraded; ICT security solution implemented; Servers and operating systems migrated.	100%VPN migration completed and VPN fine tuning will be continuous through QOS.	None.	None.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Disk Storage and Data retrieval	New Indicator.	Information System Security Strategy and Plan.	90% of Physical and Environmental server rooms analysis completed.	Delay in procurement process.	Delay in procurement process.
Enterprise Architecture (EA) Roadmap	Project to start in year 2.	Project to start in year 2.	Not applicable project start in (2013/2014).	None.	None.
Deepened contribution to Regional and Continental security and stability	New Indicator.	Mainstreaming Correction and Criminal Justice System in relation to Regional SADC, AU and UN.	<p>1. Participated in the 21st Session deliberation of the United Nations Commission on Crime Prevention and Criminal Justice (UNCCPCJ).</p> <p>2. Participated in six (6) Interdepartmental Preparatory Meetings for the Conference of the Parties.</p> <p>3. Successfully hosted the STWG and PSSC in conjunction with the Department of Home Affairs.</p> <p>4. Ensured participation of DCS in the ISDSC and MCO Meetings.</p> <p>5. Ensured participation of DCS in the Road Map Meeting in Zambia and Training and Development Meeting in Namibia.</p> <p>6. Successfully hosted and participated in SADC -ICT Workshop.</p> <p>7. Coordinated participation of Member States on the Launch of SIPO.</p>	None.	None.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
			<p>8. Finalization of the SADC-ICT Report to SADC Secretariat.</p> <p>9. Provided secretariat functions and participated in 2012 ACSA Biennial Conference, three Planning Committee Meetings and three ACSA Executive Committee Meetings were held and submitted the reports.</p> <p>10. Successfully coordinated the ACSA Biennial Conference and provided secretariat support.</p>		
Strengthened contribution to peace missions and Post-Conflict Reconstruction and Development (PCRD)	New Indicator.	Established mechanisms to capacitate DCS involvement in Peace Missions and Post-Conflict Reconstruction and Development (PCRD).	First Draft of the role of DCS in Peace Keeping Missions submitted.	None.	None.
Deepened Technical and Development cooperation	New Indicator.	A developed five year plan in relation to technical and development cooperation in the field of agriculture, production workshop, rehabilitation, social reintegration and human resource development.	<p>1. Technical Team sent to Mozambique on 23–27 January 2012.</p> <p>2. Areas of cooperation identified and prioritized.</p> <p>3. MoU between RSA/ Mozambique drafted.</p> <p>4. RSA/ Lesotho Joint Committee established</p> <p>5. Meeting held with Lesotho on 06 December 2011.</p> <p>6. An Action Plan was developed.</p>	A developed five year plan in relation to technical and development cooperation in the field of agriculture, production workshop, rehabilitation, social reintegration and human resource development.	Deviation granted to ensure participation of DCS in JPCDS with Mozambique, Botswana, Namibia and Zimbabwe. RDOMS was put on hold due to delays in delivery of solutions and service providers having exceeded the agreed upon timeline for specified preceding task.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
			7. Awaiting needs analysis from Lesotho Correctional Services.		

Strategic Objective: To provide effective and efficient financial and supply chain management

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Percentage of allocated budget spent	The projected expenditure for the spending plan up to March 2012 was R16 686,925 million versus the actual expenditure of R16 276,801 million – 97.5% of budget spent (after charging 2008/09 unauthorised expenditure of the 2011/2012 under expenditure). The variance between spending plans and actual expenditure amounted to R410,124 million (R410,124 million / R16 686,925 million = 2,5%).	Under expenditure limited to a quarter of a percentage of voted funds.	The final expenditure for the financial year 2012/2013 was R17 313.554 million versus the adjusted allocation of R17 700.283 million – 97.8% of budget spent. Under expenditure of voted funds was 2.2% (R386.729 million).	Final under expenditure was 2.2% which translates to 1.97% was on personnel and capital expenditure.	Achieved 2.5% during 2011/2012 versus 2.2% during 2012/2013. There was 0.3% improvement from 2011/2012 to 2012/2013 financial year.
Number of audit qualifications	One (1) qualification on major and minor movable tangible capital assets. Two (2) emphasis of matters on restatement of 2010/2011 corresponding figures on operating lease commitments and material underspending of the budget.	Reduce level of internal control deficiencies in financial and performance reporting using 2011/2012 internal audit and AGSA report and the risk assessment register.	One (1) qualification on movable tangible assets. Two (2) emphasis of matters of restatement of corresponding figures on finance lease disclosure and material underspending of the budget.	No deviation from planned target as internal control deficiencies were reduced.	None.

Strategic Objective: To improve human resource capacity & Management to enable department to fulfill its mandate

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Percentage of financed posts filled	<p>In the 2011/2012 financial year, a total of 2057 appointments were made in various posts. For the same period 859 entry level appointments were finalized. The target of 1476 appointments was therefore exceeded with a total of 581 appointments. Vacancy rate at 31/03/2012 was 3.3%.</p>	97% of funded vacant posts filled against the total of 41 911.	A total of 876 appointments were made in the 2012/2013 financial year. As at 31st March 2013, 40149 posts were filled against financed established of 41 911. 95.8% filled.	Only 95.8% of funded vacant posts were filled.	<p>Vacancies were not advertised for more than six (6) months due to financial constraints.</p> <p>Due to budgetary constraints, no posts were advertised for the period 1 June 2012 to 30 November 2012. There was therefore no recruitment action to counter natural attrition.</p>
		Absorption of qualifying excess SANDF personnel.	The absorbtion of 300 SANDF officials could not materialize.	The memorandum of understanding was only signed by the National Commissioner but not his counterpart in SANDF.	None signing of the MoU from SANDF counterpart.
Structure aligned to the functions of the DCS and White Paper imperatives	A draft macro structure was developed which will be finalised pending consultation with the Minister, National Commissioner and Top Management of the department in the new financial year.	Implementation of the approved structure and post establishment.	Conducting verification exercise for the streams (security and corrections).	The identification of security and corrections streams was finalized.	Finalization of organizational structure was delayed as a result of cabinet reshuffling in June 2012. However, the organisational structure for top management posts was finalised and their profiles in this regard were aligned. A foundation was laid to implement migration process during 2013/2014 financial year.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Percentage of integrated health Risk Assessment conducted	<p>Policy and procedures realigned to accommodate all four pillars as proposed by DPSA.</p> <p>HIV/AIDS and TB management – Contagious diseases added to DPSA model and incorporated into first pillar.</p> <p>Safety Health Environment and Risk Quality (SHERQ) management pillar includes OHS, ergonomics as well as procedures for workshops.</p> <p>Policy and procedures disseminated and staff trained on them.</p> <p>Processes to ensure that EHW will feature in performance agreements of Senior Management finalised.</p>	Integrated Health Risk Assessment conducted in eight (8) Management Areas.	Target over achieved – 575% Health Risk Assessments conducted at 46 Management Areas. Occupational Health Risk assessments conducted at Overberg, Voorberg, Goedemoed and Kroonstad Management areas by an approved inspection authority. Medical surveillance a conducted at Overberg, Voorberg and Grootvlei Management areas.	No deviation from planned target.	None.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
	<p>Implemented MoU with Department of Health Wellness Centres established in Pollsmoor and St. Albans.</p> <p>Sick leave and TIL were benchmarked with SAPS, DOJCD and DOD. From the statistics, the DCS seemed to be utilising more sick and TIL than other Security Departments. Interventions will have to be determined to curb the abuse.</p>	Root causes of sick leave and Temporary Incapacity Leave (TIL) researched.	Analysis of TIL reports to determine the need for the research finalised.	Deviation granted that Health Risk Manager's reports be utilised to analyse the root cause of TIL and sick leave instead of conducting a new survey.	A preliminary report on causes of sick leave and TIL was compiled. However the Health Risk Manager's, (service provider) contract was terminated and resulted in legal challenges and the matter is still in court. This will be forwarded to the newly created Chief Directorate: Integrated Employee Health and Wellness (IEHW) to be used as basis for interventions.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Implementation of appropriate work shift model	<p>The following shift patterns have been proposed for implementation:</p> <ul style="list-style-type: none"> • 40Hr and 45 Hr Work Week; • The 10Hr over a 5 week period in a 7 Day cycle; • The 12 Days on and 2 Days off in a 14 day cycle; • The 10 Days on and 4 Days off in a 14 Day cycle. <p>A series of negotiations had taken place between the employer and the organised labour regarding the need to sign the averaging agreement and consideration of the payment of claimed overtime worked since 2009.</p> <p>Concerted efforts are put together to ensure that a solution is reached and the two mentioned issues are resolved.</p>	Roll out of appropriate shift model.	Supported the negotiating team with the ultimate goal of resolving outstanding matters which will pave way for the approval of the Resolution which contains appropriate shift models.	Target not achieved.	Roll -out of appropriate shift models is dependent on the applicable Resolution containing models, In February 2013, the Minister appointed a Task team comprising of Organized Labour, senior managers of the Department to work together to resolve outstanding issues.
Percentage of person days lost due to suspensions	<p>Suspensions increased 462 in 2010/2011 financial year to 532 in the 2011/2012.</p> <p>Similarly the average period of suspensions increased from 52 days to 85.24 days.</p> <p>The cost of suspension increased from R14 107 million to R15 678 million.</p>	<p>2011/2012 baseline reduced by 10%.</p> <p>Target for 2012/2013 FY = 37 422. Person days lost in 2012/2013 FY = 34 497.</p> <p>2925 man days better off than target.</p>	<p>Reduce the base line of person days lost as a result of suspensions by 10% per annum.</p>	Target exceeded.	None.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
	The number of days lost during the 2011/2012 financial year amounted to 45 910 days.				
Percentage of grievances handled within 30 days	1 382 grievances recorded of which 907 (66%) were finalized. Of those, 347 (38.26%) were finalized in 30 days.	All grievances finalised within 30 days.	1 303 grievances were recorded during the 2012/2013 FY. Of those 930 (71.4%) were finalized. Out of the 930 finalized grievances 394 (42.4%) were finalized within 30 working days.	Target not achieved.	Supervisors not complying with the 30 days time lines.
Functional virtual Corrections Learning and Development Academy	Project charter and project plan developed. Benchmarking done with South African National Defence Force. Research into international best practices done. Unit standards identified and training manuals developed for the accreditation of the Heads of Correctional Centres, Emergency Support Team and Patrol and Dog Training Programmes.	Development of Corrections Academy Structure.	Target not achieved.	Structure dependent on the finalisation of business case. This was not achieved. Draft HRD Strategy which will inform the business case developed.	Lack of internal capacity to develop a business case.
Number of officials trained per Workplace Skills Plan (WSP) priority	A total of 978 completed the Corrections Services learnership on 27 January 2012. Learners that were subsequently appointed permanently in March 2012 were 859. The other group (of which there are 1 013) that is also engaged in the same learnership commenced.	14 100 officials trained in line with WSP priorities.	17 662 officials were trained in line with the WSP priorities.	Target exceeded.	None.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
	<p>in August 2011 is engaged in the experiential portion of the learnership which they commenced in January 2012.</p> <p>In the 2011/2012 financial year there were 39 HR interns in the system.</p> <p>National Training projects have focused on and trained the following in terms of numbers during the quarter:</p> <ul style="list-style-type: none"> • Advanced ManagementDevelopmentProgramme: 121. • Computer Training: 18 EDRMS Computer Training: 45 EDRMS File Plan: 100. • EDRMS FunctionalTraining: 14. • Electrical Engineering 11. 				
Number of learners enrolled in Corrections Services Learnership	No historical information.	2 groups of learners recruited and trained in Corrections Services Learnership.	<p>Group 1 of 2012/2013 commenced the Corrections Services learnership in June 2012.</p> <p>Group 1 of 2011/2012 completed the Corrections Services learnership in Corrections Services in August 2012.</p>	<p>Group 2 of 2012/2013 not recruited.</p>	Recruitment of Group 2 of 2012/2013 not approved.
Number of interns placed in DCS Internship Programme	No historical information.	1 200 interns recruited in line with WSP priorities.	Recruitment was done and 1056 interns placed in the 2012/2013 Internship Programme.	Target not achieved by 144 interns.	Internship resignation and Regions not reaching internship targets.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Functional professional body for corrections	The following activities which will lead to the appointment of a service provider to develop a business case for a professional body for corrections were finalised during the 2011/2012 financial year:	Business Case finalised and drafting of legislative framework.	Service provider appointed to do the business case on the Corrections Council. Advocacy undertaken. International desktop study done and marketing strategy developed.	Business case and legislative framework not finalised.	Delay in procurement of the service provider.
Institutionalise diversity management	Diversity Management Framework Final Draft is available and being refined following wide consultation with both internal and external stakeholders including recognised labour unions and all regions.	Monitor and evaluate implementation of the Diversity Management Framework.	Organizational culture element not done.	Organizational culture element not incorporated into the framework.	Lack of funds.

Strategy to overcome areas of under performance

RESEARCH

The Department plans to address the delay in measuring repeat offending on two levels:

1. Cluster approach in measuring repeat offending

The Department is committed to continue pursuing a cluster approach in measurement of repeat offending. An integrated approach to measurement of repeat offending is important in reducing crime and curbing repeat offending.

2. Measurement of repeat offending to enhance DCS operations

As part of its commitment to measure repeat offending, the department plans this financial year to collect baseline data on re-incarceration. This information will be useful in profiling offenders that are incarcerated.

HUMAN RESOURCES

Strategies to overcome areas of under performance

1. Percentage of financed posts filled:

- Appointment of trained learners into vacant entry level posts country wide (DCS)
- Continuous advertising of vacant posts
- Improve turnaround time in the selection processes (gross listing, short listing and interviews)
- Capacitate HR Components (Selections) in order to finalise selection processes
- Adopt headhunting approach in the filling of scarce skills vacancies

1.1 Absorption of qualifying excess SANDF personnel:

Facilitate the signing of the memorandum of understanding (MoU) from SANDF.

2. Structure aligned to the functions of the DCS and White Paper imperatives – Director Core Curriculum appointed as project manager:

Finalisation of organisational structure was delayed as a result of cabinet reshuffling in June 2012. However, the organisational structure for top management posts was finalised and their profiles in this regard were aligned. A foundation was laid to implement migration process during 2013/2014 financial year.

3. Root causes of sick leave and TIL researched:

A preliminary report on causes of sick leave and TIL was compiled. However the Health Risk Manager's (service provider) contract was terminated and resulted in legal challenges and the matter is still in court. The preliminary report will be forwarded to the newly created Chief Directorate: Intergrated Employee Health and Wellness (IEHW) to be used as basis for interventions.

4. Implementation of appropriate work shift model:

A Ministerial Task team has been appointed, comprising of Organised Labour, senior managers of the department to work together to resolve outstanding issues. The shift patterns is one of the priority issues to be resolved.

5. Percentage of grievances handled within 30 days:

- (i) Manual ER MIS – monthly monitor of the status of disciplinary hearings and suspensions in correctional centres, management areas, regions and DCS nationally;
- (ii) Interpretation of data and submission of report to DCS principals;
- (iii) Letters by either the National Commissioner or CDC HR addressed to RCs to request interventions.
- (iv) Inspection visits to regions to assist regional Employment Relations managers and to train and re-train staff.

6. Functional virtual Corrections Learning and Development Academy:

Allocation of dedicated project capacity to the development of a business case for the academy.

7. Number of learners enrolled in Corrections Services Learnership:

Recruitment of one group of learners per annum in line with resources available.

8. Number of interns placed in DCS Internship Programme:

Monitoring and evaluation to be undertaken to determine reasons why regions do not meet targets and also a circular on the replacement of interns who resigned has been issued

9. Functional professional body for corrections:

The service provider has been given until the end of the third quarter to develop the business case which will then chart the way forward

10. Institutionalise diversity management:

Incorporation of organisational culture element into the Diversity Management Framework and also allocate funds for this activity.

Linking Performance with Budgets**Summary of payments by programme**

Programme Name R'000	2012/2013			2011/2012		
	Final Ap- propriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
1. Administration	4,770,671	4,655,952	114,719	4,905,229	4,411,883	493,346

5.2. Programme 2: Incarceration

Programme Purpose: Provide appropriate services and well maintained physical infrastructure that support safe and secure conditions of detention consistent with human dignity of inmates, personnel and the public, and provide for profiling of inmates and compilation of needs-based correctional sentence plans, administration and interventions.

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

- Reduce escapes, assaults and unnatural deaths
- Reduce overcrowding
- Ensuring that all offenders with a sentence of longer than 24 months have correctional sentence plans
- Reduce the length of time that remand detainees spend in correctional facilities
- Provide facilities that will contribute to humane incarceration

Sub-programme: Security Operations

Strategic objectives: Provide safe and secure conditions for inmates, consistent with human dignity, and thereby provide security for personnel and the public.

Sub-programme: Facilities

Strategic objectives: Provide physical infrastructure that supports safe custody, humane conditions, and the provision of correctional and development programmes, care services and general administration.

Sub-programme: Remand Detention

Strategic objectives: Implement court warrants by accommodating remand detainees in safe and secure facilities and supervising them in an environment that is consistent with human dignity and international instruments on the treatment of remand detainees.

Sub-programme: Offender Management

Strategic objectives: Provide an environment supportive of the rehabilitation and safety of offenders through regular classification, assessment, compilation of correctional sentence plans, effective administration and operations in well maintained facilities.

Key Performance Indicators and their targets and actual results:

The 2012/2013 financial period saw the optimisation of the department's strategic plans in relation to custodial core functions of the Correctional Services. Emphasis was placed on tightening up of security measures for the maximised safety and security of both the Department's correctional officials and the various classifications and categories of inmates.

Optimal implementation of security operations took centre stage during the financial period mainly because of the need to ensure adherence and compliance to international best practices concerning the conditions of our facilities, and our ability to manage them effectively and efficiently.

The use of technology as a key pillar of the department's security strategies has become more pronounced as a means of improved effectiveness and efficiency of DCS business processes and security operations. There is increased focus on the use of video arraignment, exploring persons identification and verification through biometrics and facial recognition systems. The investment in ensuring integrity of DCS physical security continues through investment in integrated security systems.

Over the past two financial years, the department has successfully managed to keep escapes below the 50 mark. These are the lowest escape figures in over 10 years. Despite this achievement, the Department continues to press for further reduction in escapes.

Gang related incidents remain a concern and are reflective of a range of factors including increased reporting of incidents, aggressive nature of inmate offences as well as the spread of violent gang activities in certain communities across South Africa.

Gang violence and riots have become the cause for attention and public scrutiny, and in essence, an impetus for the need to tighten the management of our operations.

Strategic Objective: Provide safe and secure conditions for inmates, personnel and the public.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Percentage of inmates assaulted in correctional and remand detention facilities per year	3.30% (5 284/160 103).	2.2% (3 463/ 157 410).	4.5% (6 884/151 517).	98.7% deviation (3 421).	<p>The deviation is attributed to increased reporting and the fact that this measures 'alleged assaults'. The department will be developing a system of measuring alleged assaults as compared to 'confirmed' assaults and match this with cases withdrawn, or proven false.</p> <p>Given the large deviation, the department will carefully consider the review of baseline and future targets.</p>

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Percentage of gang related violent incidents	<p>The Gang Management Strategy of the department was reviewed and implemented in all regions.</p> <p>The review and analysis of the strategy also led to the establishment of a Gang Management Task Team that will function at national, regional as well as operational level at identified centres.</p>	Reduction of 10% incidences of gang violence.	55.38% increase (996/641).	65.38% (55.38 increase instead of 10% reduction).	<p>Gang related incidents historically were very much under reported. The implementation of the gang management strategy amongst others led to improved reporting by both inmates and officials which can partially explain the increase in reported gang incidents. Violence by gangs however remains problematic and departmental strategies to deal with gangs includes:</p> <p>Regional analysis of security breaches and alignment of strategies and action plans.</p> <p>Review effectiveness of Regional Gang Management teams.</p> <p>Interaction with other security departments within the JCPS cluster.</p> <p>Awareness programs for security officials.</p>
DCS Gang Management Unit established and implemented	The unit has been approved at national level and includes representation at regional level and affected management area level. The inaugural meeting took place on 13 February 2012.	Approved Gang Management Structure for DCS.	High level structure approved. Not implemented due to funding constraints. Interim gang management task team (HQ & Regions) approved and implemented.	Interim structure implemented.	Funding restraints prevented implementation.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Percentage of unnatural deaths in correctional and remand detention facilities per year	0.03% (46/160 103).	0.028% (44/157 410).	0.038% (57/151 517).	29.5% deviation (13 unnatural deaths).	<p>Suicides remain the major cause of unnatural deaths amongst inmates. Strategies to deal with unnatural deaths include:</p> <ul style="list-style-type: none"> Regional analysis of security breaches and alignment of strategies and action plans. Review/develop Suicide risk profiling tool and procedures. Awareness programs for security officials.
Percentage of inmates who escape from correctional and remand detention facilities per year	0.03% (41/160 103).	0.034% (54/157 410).	0.028% 43/151 517).	20.4% deviation (11 escapes).	<p>Although the set target of the department with regards to escapes was met the department will proceed with strategies to ensure escapes are limited to the absolute minimum. These strategies include:</p> <ul style="list-style-type: none"> Regional analysis of security breaches and alignment of strategies and action plans. Awareness programs for security officials. Improvement of technological and physical security measures e.g. security fences with CCTV surveillance and detection.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Percentage of centres with fully functional access control security turnstiles	27% (21 out of intended 78).	100% (78) out of intended total of 78 correctional centres with turnstiles.	9% (7/78) fully functional.	91% deviation.	The department engaged in a country-wide programme to improve the functionality of the different security systems deployed in different correctional centres. This programme includes an audit of all existing systems and the development and roll out of a repair, upgrading and integration programme that will support the technology strategies of the department.
Integrated Security Technology Strategy for department approved	Security technology specifications 43% developed. Progress of the development of the specifications of the following sub-projects are as follows: • Automated Persons Identification System (APIS) – Completed 100%. • Audio Video Remand (AVR) – Completed 100%.	Approved integrated security Technology strategy.	Draft institutional framework for cooperation finalised pending approval.	Security technology strategy not finalised and approved.	The department does not have the necessary specialist capacity to ensure achievement of outcome. Process to involve an independent security technology expert currently under review.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
	<ul style="list-style-type: none"> • Inmate Tracking – Incomplete (Business Case completed, Bid Specification Committee to be appointed • Automated Fingerprint Identification System (AFIS) • Security Access Control – Incomplete • Security Fences – Completed 100%. 				
Functional electronic inmate tracking system to monitor movement of offenders within correctional centres	Discussion document completed. Draft Business Case (version1) completed. Project Committee appointed.	Function electronic inmate tracking system specifications developed.	Bid specification committee approved by National Commissioner. Draft business case available.	Functioning electronic inmate tracking system specifications not developed.	The technical development of the Bid specifications could not be finalised due to capacity challenges within DCS.
Body scanning machines utilised	A costed roll out plan approved for implementation at identified at-risk centres over the next two financial years.	Body scanning equipment utilized at 50% of identified centres.	Procurement model under review.	Procurement process on hold due to review of procurement model.	Implementation pending approval of internal processes.
Partnership with Department of Home Affairs (DHA) to have access to AFIS for inmate identification	Meetings held with DHA with regard to the drafting of MoU.	Development of MoU between DCS and DHA.	Consulted Draft MoU available.	A signed MoU not available.	Negotiations between DHA and DCS have taken much longer than anticipated. DCS finalised the Memo and this was certified by legal services and handed to DHA for consideration.
Revised Security Policy Procedures approved and implemented	Security policy procedures 90% revised.	Security Policy procedures approved and implemented.	Not achieved. Draft policy procedures available. Final consultation on specific identified areas to be finalised.	Draft policy procedures available but not approved.	Changes in the operational environment and related legal/regulatory framework has necessitated further consultations.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Number of new bed spaces created by upgrading of facilities	No bed space created 7.67% complete (346 bed space at Brandvlei) 100% complete Ceres 75% completed Vanrhynsdorp 97% completed.	1 045 extra bed space created.	Nil bed spaces created Ceres 82% complete Vanrhynsdorp 96% complete Tzaneen 89% complete.	(0 of 1 045 bed spaces created).	Ceres, Vanrhynsdorp and Tzaneen projects are all delayed. The contractor(s) for Ceres and Vanrhynsdorp have been charged penalties for delays. DCS and DPW are doing regular follow ups and monthly meetings to monitor the situation.
Number of upgraded Female facilities and mothers with babies units	Business case for Gauteng Women's centre at Baviaanspoort/ Emthonjeni was submitted for the National Commissioner's approval. Submission was returned to the region with remarks by Minister and supported by National Commissioner that the region should revisit their proposal and indicate where the juveniles from Emthonjeni would be relocated once the Females were moved there, in case the proposed Leeuwkop Juvenile Centre was not approved or if the Leeuwkop Centre would not be ready at the same time.	Develop and finalise business cases for 3 female facilities by Gauteng Region (includes mothers and babies units).	Nil development and finalisation of business cases by region.	(0 out of 3 business cases completed).	Facilities could not implement the business cases as the region never submitted the approved business cases to Facilities for implementation.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
The number of kitchens provided with new equipment or repaired	<p>Business case for four regions submitted to the National Commissioner for approval on the following dates:</p> <ul style="list-style-type: none"> • St. Albans bakery 24 November 2011 • Polsmoor bakery 5 January 2012 • Brandvlei bakery 5 January 2012 • East London bakery 28 January 2012 <p>The establishment of the St. Albans bakery is in the process because the region was able to finance this venture.</p>	61 kitchens.	48 kitchens completed, 15 in construction, 6 on tender, 6 in design stage.	(48 of 61 kitchens completed).	Target not achieved because tenders for kitchens in FSNC and KZN went out late. Outstanding kitchens will be completed in Quarter 2 of 2013/2014.
Number of emergency generators and supporting infrastructure completed	21 emergency generators and supporting infrastructure completed.	49 emergency generators and supporting infrastructure completed.	38 generators and supporting infrastructure completed.	11 is the deviation from the planned (38 completed out of 49 required to be completed).	The outstanding 11 are still at construction stage and will be completed in the first half of the new year.
Number of new or upgraded schools constructed at facilities	Business case was submitted to the Commissioner via CDC Corrections on the 13/02/2012 for approval.	3 new or upgraded school facilities completed.	Nil schools completed.	(0 of 3 school facilities completed).	The school facilities at Ceres, Vanrhynsdorp and Tzaneen were not completed because all 3 projects were delayed and not completed in the 2012/2013 financial year.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Number of facilities subjected to Major Repair and Renovation projects for OHS Act Compliance and funded by DCS	DPW was instructed to develop the scope documentation.	Repair and renovation of 2 correctional facilities (Brandvlei and Port Elizabeth).	PE North End construction 60% complete. Brandvlei Maximum scoping study was completed.	PE North End repair and renovation in progress. Brandvlei Maximum repair and renovation not started.	PE North End completion delayed due to liquidation of contractor. Progress on site has stopped. Brandvlei Maximum construction not started because scoping study concluded that facility needs to be demolished and replaced. Project to be prioritized through National Building Advisory Committee process.
Create new Office space (Head Office)	DPW was given all documentation required for the procurement. Tenders not yet advertised due to internal processes of DPW.	Practical completion of relocation.	The creation of a new Head Office space was not achieved.	An approach plan on implementation is still pending from DPW.	The Head Office relocation has been delayed. Continued engagement with DPW to submit an approach plan on relocation is key towards implementing this project.
Create new Office space (Regional Offices)	LMN: The draft business case has been completed on 30th March 2012 and submitted to Regional Commissioner on the same date for verification before submission to Accounting Officer. KZN: Regional Office The region has agreed with DPW to repair an old supreme court for the Regional Office. The repairs are now 80% completed although this is the phase 1 of the project which covers offices for SMS members only. The second phase covers the	Implementation of approved business cases for LMN Regional Office and repair and renovations for KZN regional office (phase 1).	KZN business case was approved and LMN still no business case submitted.	KZN business case not implemented as budgeting and prioritising still needs to be done. LMN approved business case still outstanding.	LMN business case a regional matter, Facilities only responsible for the implementation. KZN business case will be implemented once funding is made available.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
	construction of additional office space for the rest of the staff. The business case will focus mainly on the second phase to source approval for funding and prioritizing the project.				
Number of facilities audited for compliance	22 centres were audited.	Audit of 30 additional facilities.	30 facilities not audited.	30 facilities not audited.	Auditing could not take place due to financial constraints and the fact that the department could not get the rollover of the capital budget.
Reduce average length of time in remand detention	96 days Data for 170 865 records was analysed.	177 days.	Not achieved.	The calculation on the length of detention was put on hold at the end of the first quarter of 2012/2013.	Data could not be obtained from the departmental Information Management System due to system deficiencies. A new specification for calculating of the length of detention was developed in consultation with Systems Development and Information Management. Based on this, the Admission and Release system has been amended to improve data integrity.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Percentage of RDs with bail placed under non-custodial system against the RDs with bail	65% (5 387/8 371) 5 387 refers to RDs with bail who are eligible for referral to court for review of bail in terms of section 63 application. The total number of RDs with bail were 8 371.	10% (751/7 512).	National: 5.81% (613/10 551). From April to March 2012/2013, a total of 34 290 applications were submitted to court for bail review. Of these applications, 7 355 were placed under non-custodial system and this translated to a monthly placement of 613 RDs.	There is 4.19% deviation from the target set.	Four regions did not reach the set target of 10% placement of RDs with bail under the non-custodial system. In general the % of approval of applications submitted to court for bail review has dropped. DCS submitted 34 290 applications and of these applications only 7 355 remand detainees were placed under the non-custodial system.
Operationalization of the Correctional Matters Amendment Act (Act 5 of 2012) in relation to Remand Detention Management	The draft regulations were approved by the Parliament.	Approved protocols and circular implemented.	Section 49E (referral of terminally ill or severely incapacitated RDs to court) and 49G (Maximum incarceration periods for RDs): The JCPS Protocols on both sections were developed, consulted within the Department and with the JCPS cluster partners and approved by the Cluster DGs on 2 July 2012. They were signed off on 14 July 2012. Relevant circular including forms were developed and circulated to the regions and the relevant JCPS cluster structures.	No deviation from the target.	Not applicable.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Framework for Operational classification system for Remand Detainees	Target not achieved.	Training/ orientation in operational classification system for Remand Detainees.	Draft risk tool was consulted with SAPS. The pilot commenced in Pretoria Local Remand Detention Facility in preparation for the rollout.	Training is planned for 2013/2014.	Pilot Project in process at Pretoria Local RDF until second quarter of 2013/2014.
Percentage of overcrowding in correctional and remand detention facilities	35.95% (42 481/118 154).	32% (37 865/119 545).	28.48% (33 953/119 216).	No deviation, target exceeded by 3.52%.	N/A.
Percentage of offenders serving sentences longer than 24 months who have CSPs	93.9% (93 339/99 400).	80% (79 334/ 99 168).	National total= 97% (88 681/91 419).	Target exceeded by 17%.	N/A.
Percentage of newly admitted offenders serving sentences longer than 24 months whose profiles were compiled within 21 days	89% (27 577/31 014).	95% of newly admitted offenders serving sentences longer than 24 months with comprehensive profiles within 21 days.	National total = 90% = (28 199/31 354).	No deviation from set target.	N/A.
Percentage of eligible offenders with work opportunities	47% (35 898/76 641) Offender labour policy framework approved and implemented.	43% (39 248/91 487).	48% (37 039/77 318).	No deviation, target exceeded by 5%.	N/A.
Protocol on interstate transfers	Draft protocol submitted to DIRCO prior submission to Cabinet Final inputs pertaining to Cabinet memorandum and discussion document provided.	Baseline for interstate transfers within SADC.	Draft Cabinet Memorandum and Discussion document compiled in consultation with relevant Departments, DevCom and JCPS DG Cluster. Draft Cabinet Memorandum on route for approval of a policy position on Prisoner Transfer Agreements by Cabinet.	Awaiting approval by Cabinet.	Baseline for interstate transfers could not be established as policy position on Prisoner Transfer Agreements in the process of approval. Consultation with role players and finalisation of a joint recommendation to Cabinet took longer than anticipated.

Performance Indicator	Actual Achievement 2011/2012	Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Number of dedicated short term facilities for offenders with sentences less than 24 months	Total of 30 dedicated centres/units have been identified nationally.	Monitoring and evaluation to ensure compliance regarding the incarceration of only those offenders in the dedicated facilities.	Monitoring and Evaluation visits were conducted on monthly basis. Monitoring and Evaluation visits were conducted in KZN and LMN Regions.	No deviation.	N/A.
Rationalization of correctional facilities	Different models developed and submitted for consideration. Received request to rework certain models and to determine the financial implications.	Implementation of the rationalization plan.	On 12 November 2012 the NC approved two models according to which correctional centres should be rationalised.	Target not achieved.	Rationalization plan to be developed in consultation with all role players.
Maximised utilisation of land allocated to DCS	All regions conducted the audits of which their land use plans for the identified unused land have been submitted during 2011/2012 financial year.	Implementation of the land use plan.	All Regions have submitted the progress on utilization of land .	Target achieved.	N/A.

Strategy to overcome areas of under performance

Security Operations

Performance Indicators:

1. Functional electronic inmate tracking system to monitor movement of offenders within correctional centres
 - The Project has been handed over to the Branch GITO to upgrade IT Systems to cater for the implementation of Inmate Tracking.
2. Partnership with Department of Home Affairs (DHA) to have access to AFIS for inmate identification
 - Strategy: MoU has been submitted for approval.
3. Assaults and Gang Related Violent Incidents
 - Regional analysis of security breaches and alignment of strategies and action plans
 - Review and approve on the effectiveness of Regional gang management teams via oversight and leadership through the Gang Management Task Team.
 - Interaction with other security departments within the JCPS cluster to ensure an integrated approach towards
 - Gang management and the management of security information.

Remand Detention

Performance Indicators:

1. Reduce average length of time in remand detention
 - New specification for calculating of the length of detention was developed in consultation with Systems Development and Information Management. The new system will be in place for the 2013/2014 financial year.

2. Percentage of RDs with bail placed under non-custodial system against the RD's with bail
 - Regions which did not meet the target have been sensitized to increase the number of applications to court for consideration of non-custodial sanctions. This will be monitored on a monthly basis.
3. Framework for operational classification system
 - Strategy: Regional training could not be conducted as it was dependent on the pilot project at Pretoria Local Remand Detention facility. The pilot project will be completed by the end of September 2013 after which the rollout and training will be provided.

Linking Performance with Budgets
Summary of payments by programme

	2012/2013	2011/2012				
Programme Name R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
2. Incarceration	9,498,331	9,478,466	19,865	8,858,204	8,457,605	400,599

5.3. Programme 3: Rehabilitation

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

Strategic Objectives:

- Address factors that led to offending behaviour
- Provide offenders with opportunities for personal development
- Provision of psychological services to inmates in need of such service
- Provide access to social work services to all offenders and remand detainees in need of such services
- Provide access to spiritual services to inmates

Sub-programme: Correctional Programmes

Provide needs-based and offence-based correctional programmes 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 or sentenced to a correctional centre

Sub-programme: Offender Development

To provide offenders with needs –based development programmes and services

Sub-programme: Psychological, Social and Spiritual Services

To manage and ensure the rendering of need-based psychological, social and spiritual services to sentenced offenders and persons under correctional supervision with the aim to improve their mental health and emotional wellbeing and to assist in their rehabilitation and re-integration into the community

Key Performance indicators and their targets and actual results:

The National Offender Labour Framework has been approved during the 2011/2012 financial period and in the 2012/2013 financial period; emphasis was on its widespread implementation. It is the ultimate aim of the Department to have all offenders entering the DCS system to either enrol for studies at whatever level they may require, or become involved in various trades as part of the Department's skills development programmes.

Victim Offender Dialogues took prominence during this period as an effective measure to prepare offenders in their pre-release, to accept their wrong and come face-to-face with their victim or their family and friends in the spirit of reconciliation, apologise for their wrongful and hurtful deeds.

The Reading for Redemption Campaign was launched in September 2012 at St Albans Management Area as part of the department's rehabilitation agenda.

Additional rehabilitation programmes were developed and customised towards the specific crimes that the offenders committed. The emphasis has been placed on offenders completing their programmes instead of just participating in them.

Strategic Objective: Provide needs-based development programmes and services

Performance Indicator	Actual Achievement 2011/2012	Planned Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Percentage of offenders with approved parole dates who completed pre-release programmes	29 432.	100% of offenders with approved parole dates in current financial year complete pre-release programmes.	78% (41 484/52 853) Target not achieved.	Target not achieved. Some offenders are released on payment of fines immediately after admission and therefore cannot attend the programmes.	The variance is attributed to offenders released upon payment of fines immediately after admission or on short notice after admission and therefore cannot attend the programme. Due to the difficulty in reporting on offenders that completed the pre-release programme against offenders with approved parole dates, the indicator was changed to measure and report against all offenders that "have been released".
Percentage of Offenders with correctional sentence plans who complete Correctional Programmes	239% (116 716).	30% (29 750/ 99 168) of sentenced offenders with correctional sentence plans complete correctional programmes).	87% (77 077/88 671).	Target overachieved. The target was set realistically low taking into consideration that there was no permanent CMC structures (CIOs) to render correctional programmes and that officials were rendering programmes on an ad-hoc basis.	Not Applicable.
Percentage of eligible offenders who participate in literacy training as stipulated in their sentence plans	36% (2 452/6 811).	Establish baseline of rate of literacy and decrease rate of literacy by 2%.	1 345.	The only deviation is that the planned survey for illiterate offenders did not materialise.	None.

Performance Indicator	Actual Achievement 2011/2012	Planned Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Percentage of eligible offenders who participate in AET programmes as stipulated in their correctional sentence plans	65.4% (11296/17 273).	64% (10 936/17 100).	9 720/17 100 = 56.8 %.	There is a deviation of 7.2% from the set target constituting an under performance in this target.	Achievement for 2012/2013 was less due to the large release of offenders during the sentence remission period which took place from April to July 2012.
Percentage of eligible offenders who participate in FET mainstream education programmes	1.4 % (546/40 370).	1.4% (543/39 966).	638/39 966 = 1.6%.	There is a deviation of 0.2% from the set target constituting an over performance in this target.	The increase in variance for 2012/2013 is due to the increase of schools registered with the Dept of Basic Education thereby allowing us to absorb more youth in the FET programme.
Percentage of eligible offenders who participate in FET College programmes	17.05% (3 655/21 427).	13.4% (2 872/ 21 427).	33.90% (3 525/10 396).	The target was overachieved by 20.5%.	The denominator (21 427) for 2011/2012 was based on the information obtained from MIS whereas the denominator (10 396) for 2012/2013 was based on the information received from the regions as the number of offenders who meet the minimum requirements to participate in FET College programmes as per offenders Sentence Plan.
Percentage of Youth involved in formal schooling	Youth: 18.6% (3 351/17 856) 7 fulltime schools.	Increase percentage of youth involved in education against 2011/2012 baseline: 18.6% (3 318/ 17 856).	2 935/17 856 = 16.4% 10 centres registered as fulltime schools with one centre given provisional accreditation by the Dept of Basic Education.	There is a deviation of 2.2 % from the set target constituting an under performance in this target.	Achievement for 2012/2013 was less due to the large release of offenders during the sentence remission period which took place from April to July 2012.

Performance Indicator	Actual Achievement 2011/2012	Planned Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
	No baseline information.	11 centres registered as full time school by Department of Basic Education.	3 centres registered as full time schools by Department of Basic Education. FS/NC: 2 Schools WC: 1 School.	Rustenburg youth centre did not receive full accreditation as a full time school from the Dept of Basic Education because of shortage of educators.	The Department must ensure that one centre that has received provisional accreditation from Dept of Education receives full accreditation as a full time school.
Percentage of eligible offenders who participate in skills development programmes	10.52 % (3 924/ 37 303).	Established baseline of eligible offender who participated in skills development programmes during 2011/2012 and increase by 1%.	50.25% (4 188/8 334).	2011/2012 Baseline of eligible offenders who participated in skills development programmes (3 924) + 1% increase = 3 963 and the total number of offenders who participated in skills development programmes for 2012/2013 = 4 188 (overachievement).	The denominator (37 303) for 2011/2012 was based on the information obtained from Management Information System (MIS) and had to be changed and be determined by the number of offenders who meet the minimum requirements to participate in Skills Development Programmes as per their Sentence Plans.

Performance Indicator	Actual Achievement 2011/2012	Planned Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Percentage of offenders who participate in production workshops and agriculture programmes	The average of the financial year under review is 1 608 offenders which is 10.6% below the baseline of 2010/2011 and 14.9% below the target for 2011/2012. This is 2.07% of the sentenced medium and minimum offenders (77 644). Eligibility for production workshops refers: 2.07% of the sentenced minimum and medium offenders.	3% (3 232) improved offender involved in agriculture (Note: Denominator was target of previous financial year of 3 138).	2.06 % (1 515/73 464) of the sentenced medium and minimum offenders.	This is 0,62% less than the planned target with regard to the sentenced minimum of medium offenders and 2.71% less than the planned target of 2 079 offenders.	The impact of this is that an artisan could supervise 8 offenders and these abolished posts implicates that 832 less offenders can now be accommodated in the production workshops. In addition, the special remission has impacted on offender labour. Hundred and four (104) artisan posts were abolished since September 2011 as part of the alignment of Persal with the allocated budget. (As per memorandum 5/3/P dated 2012/02/22).
	The average of the financial year under review is 3 215 offenders which is 4.35% above the baseline of 2010/2011 and 2.45% above the target for 2011/2012. This is 4.14 % of the sentenced medium and minimum offenders (77 644). Eligibility for agriculture produce refers: 13% of the sentenced minimum and medium offenders.	10% (2 079) improved offender involvement in Production Workshops.	4.23 % (3 110/73 464) of the sentenced minimum and medium offenders.	This is an improvement of 0.07% of the planned target with regard to the sentenced minimum and medium offenders and 3.2% less than the planned target of 3 215 offenders.	The special remission process decreased the number of sentenced minimum and medium offenders and this had a positive impact on the attainment of the target due to the fact that the denominator decreased.

Performance Indicator	Actual Achievement 2011/2012	Planned Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Percentage of attainment of agricultural targets	The total national year to date production was 9 091 151 kg, which was 64,2% of the year to date target.	Vegetable Production 14 155 000 kg.	9 030 042 kg, which is 63,8% of the year to date target.	Vegetable production is less with 5 124 958 kg, when compared with the year to date target.	Regions (in particular FS/ NC, EC, Gauteng, LMN & KZN) need to enhance adherence to planting and harvesting schedule. Loss of production due to hail storm and frost, i.e. in LMN, Gauteng and KZN. Lack of underground irrigation water at Mogwase and dilapidated irrigation system and machinery as well as equipments at Losperfontein have also impacted on the production performance. The special remission, Operation Vala and shift system have impacted negatively on the vegetable production.

Performance Indicator	Actual Achievement 2011/2012	Planned Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
	The total year to date fruit production was 652 131 kg, which is 116% of the year to date target.	Fruit Production 562 000 kg.	607 768 kg, which is 108.1% of the year to date target.	Fruit production is high with 45 768 kg, when compared with the year to date target.	There was nil production at Leeuwkop, Odi and Atteridgeville as the harvest were destroyed by hail storms. At Voorberg fruit production decreased with 130 988 kg since 2011/2012. This was due to water restrictions that were experienced during that period, consequently fruit trees could not be irrigated properly. Harvesting for Guavas and Oranges coincided with the amnesty. The size of the peaches were small; because pruning could not be properly done due to the shortage of offender labour.
	The total national year to date milk production was 6 347 395 L, which was 93, 4% of the target.	Milk Production 6 793 000 L.	6 585 711 L, which is 96.9% of the year to date target.	Milk production is less with 207 289 litres, when compared with the year to date target.	Inconsistent implementation of artificial insemination at Losperfontein, Ncome, Grootvlei dairy projects, consequently affecting breeding and milk production.
					Old and infertile dairy cows at Barberton has affected milk production. Additional funds have been allocated in 2013/2014 financial year to Barberton (i.e. R 500 000) for the replacement of old and infertile breeding animals.

Performance Indicator	Actual Achievement 2011/2012	Planned Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
	The total year to date red meat production was 583 723 kg, which is 104 % of the year to date target.	Red meat Production 561 500 kg.	551 596 kg, which is 98.2% of the year to date target.	Red meat production is less with 9 904 kg, when compared with the year to date target.	Slaughtering in the Western Cape has been affected by the lambing season; however it is expected to increase in April 2013.
	The total national year to date pork production was 1 740 243 kg, which was 83.8% of the target.	Pork Production 2 076 000 kg.	1 863 906 kg, which is 89.8% of the year to date target.	Pork production is less with 212 094 kg, when compared with the year to date target.	Under performance was mainly caused by poor production in the Free State/ N. Cape Region which attained 69% of their objective, this was attributed by poor infrastructure at piggeries and management of the piggeries. The Western Cape and Eastern Cape Regions attained 79% of their objectives, respectively, also contributed to the national under-performance on pork production. Drakenstein has slaughtered less pigs due shortage of Meat Inspectors. The situation is expected to improve with the appointment of periodic Meat Inspectors.

Performance Indicator	Actual Achievement 2011/2012	Planned Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
	The total national year to date chicken production was 1 181 760 kg, which was 88.3% of the target.	Chicken Production 1 338 300 kg.	1 077 908 kg, which is 80.5% of the year to date target.	Chicken production is less with 260 392 kg, when compared with the year to date target.	Production at Zonderwater is affected by the renovations of poultry houses, at least 8 of the eighteen houses have been completed by the end of the financial year. The small chicken project at Thohoyandou is closed, due to the unavailability of slaughtering facility/ abattoir.
	The total national year to date egg production was 1 547 534 dozens, which was 105, 7% of the target.	Egg Production 1 464 000 dozens.	1 473 995 dozens, which is 100.7% of the year to date.	Egg production is high with 9 995 dozens, when compared with the year to date target.	Waterval has experienced high mortality of layers towards the end of the financial year (outbreak of Newcastle disease), this has consequently affected egg production. Egg production at Losperfontein was affected by the replacement of the chicken excrement removal system. the contractor has completed one chicken house, hence soon the house will be in production. Meanwhile, for the other 2 houses, the contractor is still in the process of installing the system.

Performance Indicator	Actual Achievement 2011/2012	Planned Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Percentage of offenders involved in sports, recreation, arts and culture	Total number of participants in Sport, Recreation, Arts and Culture programmes and services to date: • 78.39% (99 105/126 416).	2% increase in Mass Participation Sport: 38 508 Recreation: 54 745 Culture: 12 045 Arts: 5 799 Libraries: 17 844 Total: 128 944.	Sport: 26 401/38 508= 68.5% Recreation: 19 296/54 745 = 35.2% Arts: 2529/5799 = 43.6% Culture: 6 491/12 045 = 53.88% Libraries: 10 905/17844 = 61.11%.	Performance vs Total Lockup Sport: 31% under performance Recreation: 64% under performance Arts: 56% under performance Culture: 0.6% over performance Library: 38% under performance.	Not comparable based on the fact that in 2011-2012 reporting was based on Sport, Recreation and Arts, Culture programmes. In 2012/2013 they are reported individually. In 2011/2012, Targets were used to determine participation and in 2012/2013 Participation vs. Total Lockup.
Percentage of inmates who are involved in psychological services measured against those who need psychological services	New indicator.	Establish baseline against which to measure psychological services.	24% (20 865/86 113).	None.	Not applicable.
Percentage of inmates who benefit from social work services measured against those who need social work services	54% (40 469/75 517).	46% (50 686/110 187).	99% (104 073/104 533).	None.	Filling of vacant posts of Social Workers in the Regions. The guidance provided during M&E yielded positive results.
Percentage of inmates who benefit from spiritual services measured against those who need spiritual services	49.49% (83198/ 167 816).	50% (78 705/157 410).	70.38% (106 478/151 298).	None.	N/A.

Strategy to overcome areas of under performance

For the 2013 academic year all Regions will commence with recruitment of learners in the literacy programme so that on their completion of this programme, they can be absorbed in the Adult Education and Training (AET) programme for the 2014 academic year. Vigorous recruitment of learners will begin towards end of this year as part of implementing the directive on compulsory education for all offenders who have not obtained AET Level 4, hence a National Task Team has been established to ensure monitoring implementation thereof.

Linking Performance with Budgets

Summary of payments by programme

Programme Name R'000	2012/2013			2011/2012		
	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
3. Rehabilitation	967,505	841,626	125,879	808,153	808,153	-

5.4. Programme 4: Care

Programme Purpose: Provide needs-based care services aimed at maintaining the well-being

Strategic Objectives:

- Provide appropriate nutritional services to inmates
- Provide access to health services
- Improve the treatment for inmates who have been diagnosed with mental illness
- Increasing access to medical treatment for inmates diagnosed with communicable diseases, hypertension and diabetes
- Effective procurement of appropriate waste management services
- Provision of necessary requirements for personal hygiene

Sub-programme: Nutritional Services

To provide inmates with appropriate nutritional services consistent with health norms and standards as defined in policy

Sub-programme: Health Services

Strategic Objectives: To provide inmates with access to appropriate health care services in accordance with applicable norms and standards

Sub-programme: Hygienic Services

Strategic Objectives: To provide personal and environmental hygiene services for inmates within the correctional centres and remand detention facilities

Key Performance Indicators and targets:

The yardstick for the humane treatment the department's officials give to offenders is measurable through the care we provide in the form of nutrition, health and hygiene.

During this period, the department has undertaken the initiative to make it mandatory to screen all incoming inmates for Tuberculosis. The successful roll-out of this initiative will result in the circumvention of the department facing lawsuits from inmates whom in some cases were already infected even prior to incarceration.

The catering contract with Bosasa expired and it was during this financial period that a feasibility study was undertaken to determine the ability of the department to in-source catering amongst those facilities that have been under the stewardship of Bosasa.

Strategic Objective: To ensure the personal wellbeing of incarcerated persons by providing various needs-based services

Performance Indicator	Actual Achievement 2011/2012	Planned Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Number of food service units with the required resources for the provision of food services	A baseline survey was conducted to determine the status of nutritional services in the department. The information gathered will be utilized to ensure that food service units are adequately resourced.	80 Food Service units provided with the required resources (human, equipment and facilities).	Renovations of food service units were done in 26 food service units.	None.	Some of the food service units are still under renovations and some are still on the priority list. Training of officials was not conducted due to the closure of the Krugersdorp Training Centre for renovation. Food Services officials posts not all filled.
Percentage of inmates tested for HIV	42.5% (67 409/158 577).	45% (70 835/157 410).	50% (76 202/151 905).	There was a change in the projected inmate population.	HIV Counseling and Testing (HCT) was intensified through the assistance from partners.
Percentage of HIV positive inmates eligible placed on antiretroviral treatment	43% (9 339/21 883).	51% (20 851/40 884).	65% (5 066/7 738).	None.	More inmates tested for HIV and those who qualified for ART were initiated.
Percentage of inmates with CD4 count below 350, who are on ARV treatment	69% (6 095/8 819).	93% (14 382/15 316).	96% (11 814/12 321).	None.	More inmates who qualified for ART were initiated.
Percentage of inmates diagnosed with mental illness and placed under treatment	98.78% (3 007/3 044).	75% (1 402/1 870).	96.79% (2 565/2 650).	None.	The set target was exceeded however the negative variance was due to the fact that the inmate populations for both financial years were not the same. Therefore fewer inmates were diagnosed and put on treatment for mental illness.

Performance Indicator	Actual Achievement 2011/2012	Planned Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Percentage of inmates on medical treatment for communicable diseases, hypertension and diabetes	5.45% (8 796/ 161 455).	9% (14 167/ 157 410).	5.63% (8515/151140).	None.	The set target was exceeded and the inmate populations for both financial years were not the same. The increase could be attributed to the improved diagnosis and treatment of patients with communicable diseases thus preventing the further spread of communicable diseases.
Number of management areas with effective management of health care waste services	New Indicator.	12 Management Areas with contracted health care waste services.	Norms and guidelines, as well as the monitoring tools for healthcare waste were approved at the end of March 2013 at 11 Management Areas.	None.	Regions were not orientated and monitored because norms, standards and guidelines, as well as the monitoring tool for healthcare waste management were only approved at the end of March 2012. EC: (In SADA only one centre has outsourced waste management contract out of the 15 Centres). The centres are small and vast, and generate small volumes of health care waste. Thus this does not make business sense for health care waste service providers to collect in centres under SADA Management Area.

Programme Name R'000	2012/2013			2011/2012		
	Final Ap- propriation R'000	Actual Ex- penditure R'000	(Over)/Under Expenditure R'000	Final Appropria- tion R'000	Actual Ex- penditure R'000	(Over)/Under Expenditure R'000
4. Care	1,724,490	1,668,873	55,617	1,482,991	1,482,991	-

5.5 Programme 5: Social Reintegration

Programme Purpose: Provide services focused on offenders' preparation for release, on the effective supervision of offenders placed under the system of community corrections and on the facilitation of their social reintegration into their communities

Strategic Objective:

- Rehabilitation of parolees, probationers and offenders under community correctional supervision
- Reintegration of offenders as law-abiding citizens into communities
- Monitoring of parolees, probationers and offenders under community
- correctional supervision

Sub-programme: Parole Administration

Strategic Objective: To provide services related to the placement of offenders into community corrections by Correctional Supervision and Parole Boards and Heads of Correctional Centres

Sub-programme: Restorative Justice

Strategic Objective: To provide offenders with services aimed at restoration of relationships with victims and communities

Sub-programme: Supervision

Strategic Objective: To provide for the sound and effective administration and supervision of offenders placed under correctional and parole supervision in order to enhance public safety

Sub-programme: Community Reintegration

Strategic Objective: To provide and facilitate support systems for the reintegration of offenders into the society, including through partnerships

Sub-programme: Office Accommodation: Community Corrections

Strategic Objective: To facilitate the provision of community corrections offices to enhance community reintegration

Key Performance Indicators and their targets and actual results:

Key lessons were learned related to electronic monitoring of parolees during this financial period and to this stage, the Department has all intentions to roll-the project out to a larger population and across all six regions.

Synchronisation of efforts from the Case Management Committees, to the Pre-release Committee, to the Correctional Supervision and Parole Boards and ultimately to the monitoring under Community Corrections is key to ensuring the achievement of the outcome to make all South Africans be and feel safe.

Strategic Objective: Provide services focused on offenders' preparation for release , on the effective supervision of offenders placed under the system of community corrections and on the facilitation of their social reintegration into their communities

Performance Indicator	Actual Achievement 2011/2012	Planned Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Percentage of parole cases in which victims of crime make representations	2.1% (684/32 872).	3.32% (795/ 23 921).	National performance: 3.61% (1 215/33 585).	Deviation = 0.29%.	Actual performance for 2012/2013 was 3.61% (1215/33 585) against the target of 3.32% (795/2 3921). Percentage calculation of this variance is not easy to calculate because more CSPB sittings (33 585) took place than was projected (23 921). However, overall the target of 795 victims was over achieved (1 215). the same applies with comparisons between the 2011/2012 and 2012/2013 performance for this indicator.
Percentage of eligible cases considered by Parole board	75.98% (60 884/80 131).	91% (68 999/75 823).	National performance: 70.25% (54 090/76 993).	Deviation = -69.34%.	Actual performance for 2012/2013 was 70.25% (54 090/76 993) against the target of 91% (68 999/75 823). The target was not achieved for this indicator because of insufficient post structure for the CMC's, which resulted in backlog of eligible profiles not being submitted by CMCs to the CSPBs in time. the same applies for comparison between the 2011/2012 and 2012/2013 for this indicator.

Performance Indicator	Actual Achievement 2011/2012	Planned Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Percentage of cases considered by the Parole Board and referred to Parole Review Board	0.03% (15/45 842).	Reduce number of cases to 0.09% 38/42 338.	National performance: 0.00% (2/47 779).	Target achieved.	The target for this indicator was over achieved mainly because CSPB members were trained and their decisions are increasingly not subjected to reviews. Another reason may be the common understanding of parole release criteria between CMCs & CSPBs.
Percentage of medical parole releases	The Medical Parole Advisory board was appointed by the Minister and came into effect on 1st March 2012.	Measure the number of releases on medical parole against the number of applications.	National performance: 17.46% (22/126).	22/126 = 17.46%.	No comparison can be made between 2012/2013 for this indicator because the new medical parole only came into practice as from April 2012 after the Correctional Matters Amendment Act, 2012, came into operation. Out of 126 applications, 22 were recommended for release by Medical Advisory Board in the 2012/2013 financial year.
Percentage of victims and offenders participating in mediation programmes	New Indicator.	Increase the participation of offenders and victims in mediation programmes against 2011/2012 baseline.	National Performance: Regions reported inconsistently on this indicator. Guidelines were provided to Regions to ensure common understanding of reporting criteria. The revised TID's were communicated to Regions.	No target was set for 2011/2012 Financial Year.	This is a relatively new indicator and had different targets in different quarters of both 2011/2012 and 2012/2013 financial years, hence variance calculation is not possible.

Performance Indicator	Actual Achievement 2011/2012	Planned Target 2012/2013	Actual Achievement 2012/2013	Deviation from planned target to Actual Achievement for 2012/2013	Comment on deviations
Percentage of parolees without violations	76.1% (35 819/47 095).	78.5% (35 075/ 44 682).	84.89% is the total average number of parolees without violations: 39 269 against an average parolee caseload of 46 259 for the year.	During the financial year, the number of parolees without violation increased by 6.31% (Actual for the year: 84.89% minus Target of 78.5 % = 6.31%).	The variance is positive as the target was exceeded.
Functional electronic monitoring system for parolees and probationers	Electronic Monitoring Pilot Project was launched on 16 May 2011. The contract was awarded to Engineered Systems Solutions (ESS) on the 21st of December 2011 for 150 offenders. The twelve months pilot project officially commenced on the 28th March 2012 and will run until the 27 March 2013. The EMPP central control room was set up and tested in Head Office and is staffed by ESS and DCS.	Implementation of Electronic Monitoring Pilot Project.	A total number of 136 parolees were under EM on the 31 March 2013 at selected Community Corrections offices in the regions.	No deviation. The Electronic Monitoring Pilot Project was implemented.	No applicable.
Framework for Halfway Houses and piloted halfway houses	Halfway House pilot was successfully launched in JHB Naturena. Halfway House Policy drafted.	Approved policy framework on Halfway Houses.	Policy and procedure framework developed.	Policy not yet approved.	Policy on Halfway house on route to Minister for approval.
Procurement and establishment of community corrections offices	New Indicator.	Development of draft guidelines for the establishment of community corrections offices.	Draft guidelines are available.	No deviation.	Not applicable.

Summary of payments by programme

Programme Name R'000	2012/2013			2011/2012		
	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
5. Social Reintegration	739,286	668,637	70,649	632,348	632,348	-

6. Summary of Financial Information

6.1. Departmental receipts

Departmental receipts	2012/2013			2011/2012		
	Estimate Amount R'000	Actual Amount Collected R'000	(Over)/Under Collection R'000	Estimate Amount R'000	Actual Amount Collected R'000	(Over)/Under Collection R'000
Tax revenue	-	-	-	-	-	-
Non- tax revenue						
Sale of goods and services other than capital assets	46,583	48,583	(2,000)	44,951	47,544	(2,593)
Transfers received	-	213	(213)	-	3	(3)
Fines, penalties and forfeits	20,105	17,118	2,987	19,330	18,129	1,201
Interest, dividends and rent on land	493	538	(45)	470	654	(184)
Sale of capital assets	1,500	14,773	(13,273)	6,000	23,188	(17,188)
Transactions in financial assets and liabilities	57,740	45,790	11,950	55,370	57,364	(1,994)
Total	126,421	127,015	(594)	126,121	146,882	(20,761)

In 2012/2013 financial year, an amount of R127 million was collected against the target of R126,4 million which is in line with the annual target. The higher than targeted revenue was mostly on the sales of capital assets like vehicles. There was a decrease in financial assets and liabilities due to receivables.

Revenue in the department is mostly generated from selling products made in correctional centres workshops, hiring out of offender labour and also letting accommodation facilities to personnel. One-third of revenue generated from hiring out offender labour is also used to supplement budget for inmates' gratuity.

There was a minimal increase or no increase of revenue target from 2011/2012 financial year to 2012/2013 financial year on the basis of a decision not to renew expired leases for personnel accommodation.

6.2. Programme Expenditure

Programme Name R'000	2012/2013			2011/2012		
	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
1. Administration	4,770,671	4,655,952	114,719	4,905,229	4,411,883	493,346
2. Incarceration	9,498,331	9,478,466	19,865	8,858,204	8,457,605	400,599
3. Rehabilitation	967,505	841,626	125,879	808,153	808,153	-
4. Care	1,724,490	1,668,873	55,617	1,482,991	1,482,991	-
5. Social Reintegration	739,286	668,637	70,649	632,348	632,348	-
Total	17,700,283	17,313,554	386,729	16,686,925	15,792,980	893,945

In 2012/2013 financial year, explanation of material variances from appropriated amounts after final virements is as follows:

Per programme:

Programme Administration:

The net underspending was due to delays in the procurement of cabling and local area network (LAN) equipment for 36 months contract which was not approved by SITA recommendation committee with no reasons provided. A request was made by the department to SITA in April 2012 and feedback was only received in November 2012. The other reason was due to delays in the filling of funded vacant posts under Compensation of Employees.

Programme Rehabilitation:

The net under spending was due to delays in filling of funded vacant posts under Compensation of Employees.

Programme Care:

The net underspending was due to delays in filling of funded vacant posts under item Compensation of Employees and under item Goods and Services was mainly due to the budget allocated under Nutritional Services as the department anticipated that the Nutritional contract will not be renewed.

Programme Social Reintegration:

The net underspending was due to delays in filling of funded vacant posts under Compensation of Employees.

Per economic classification:**Compensation of Employees:**

The net underspending was due to delays in filling of funded vacant posts.

Goods and Services:

The underspending was mainly due to the budget allocated under Nutritional Services as the department anticipated that the Nutritional contract will not be renewed.

Provinces and Municipalities:

The net underspending was due to saving under this item for the payment of vehicles renewal licences.

Machinery and Equipment:

The net underspending was due to delays in the procurement of cabling and local area network (LAN) equipment for 36 months contract which was not approved by SITA recommendation committee with no reasons provided. A request was made by the department to SITA in April 2012 and feedback was only received in November 2012.

Changes in the 2011/2012 comparative figures

Effective from 1 April 2012 the department implemented a five (5) budget programme structure versus the old seven (7) budget programme structure. In this regard the 2011/2012 comparative figures have been restated.

Summary of payments by sub-programme

Sub-Programme Name R'000	2012/2013			2011/2012		
	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
Programme: Administration						
Ministry	38,544	38,544	-	34,515	34,515	-
Management	881,009	767,963	113,046	811,328	814,817	(3,489)
Corporate Services	1,245,978	1,245,978	-	1,649,419	1,156,073	493,346
Finance	930,309	928,636	1,673	867,952	867,952	-
Internal Audit	50,136	50,136	-	56,728	53,239	3,489
Office Accommodation	1,624,272	1,624,272	-	1,463,526	1,463,526	-
Staff Accommodation	423	423	-	21,761	21,761	-
TOTAL	4,770,671	4,655,952	114,719	4,905,229	4,411,883	493,346
Programme: Incarceration						
Security Operations	5,746,233	5,746,233	-	4,726,104	4,744,832	(18,728)
Facilities	1,863,777	1,863,777	-	1,957,018	1,606,419	350,599
Remand Detention	267,464	247,599	19,865	628,695	599,967	28,728
Offender Management	1,620,857	1,620,857	-	1,546,387	1,506,387	40,000
TOTAL	9,498,331	9,478,466	19,865	8,858,204	8,457,605	400,599

Sub-Programme Name R'000	2012/2013			2011/2012		
	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
Programme: Rehabilitation						
Correctional Programmes	27,333	27,333	-	26,446	26,446	-
Offender Development	682,060	556,181	125,879	535,738	535,738	-
Psychological, Social and Spiritual services	258,112	258,112	-	245,969	245,969	-
TOTAL	967,505	841,626	125,879	808,153	808,153	-
Programme: Care						
Nutritional Services	1,045,156	1,004,001	41,155	829,848	829,848	-
Health services	598,773	584,311	14,462	537,685	537,685	-
Hygienic Services	80,561	80,561	-	115,458	115,458	-
TOTAL	1,724,490	1,668,873	55,617	1,482,991	1,482,991	-
Programme: Social Reintegration						
Parole Administration	92,221	62,980	29,241	64,949	64,949	-
Supervision	593,924	552,516	41,408	546,078	546,078	-
Community Reintegration	33,537	33,537	-	21,321	21,321	-
Office Accommodation	19,604	19,604	-	-	-	-
Total	739,286	668,637	70,649	632,348	632,348	-
GRAND TOTAL	17,700,283	17,313,554	386,729	16,686,925	15,792,980	893,945

6.3. Transfer payments (excl. public entities)

In accordance with the skills Development Act (Act 97 of 1998); R 6,752 million in 2012/2013 (R6, 188 million in 2011/2012) was paid to SASSETA during the year under review.

Name of transferee	Purpose for which the funds were used	Compliance with s 38 (1) (j) of the PFMA	Amount transferred (R'000)	Amount spent by the entity	Reasons for the funds unspent by the entity
SASSETA	Annual 1% transfer payment for Skills Development Levy for 2012/2013 financial year	YES	6,752	-	-

6.4. Public Entities

There are no public entities related to the department.

6.5. Conditional grants and earmarked funds paid

- There are no conditional grants granted or received by the department.

6.6. Conditional Grants and earmarked funds received

- There are no conditional grants granted or received by the department

6.7. Donor Funds

The following cash donations were received during the 2012/2013 financial year:

Donations in-kind amounting to R1,773 million from various companies and individuals were received in the form of toiletries, books, animals, computer equipment software, vegetable processing plant and vehicle components.

Donor Fund No.1: Open Society Foundation of South Africa:

Name of donor	Open Society Foundation of South Africa
Full amount of the funding	R204 496.00
Period of the commitment	2012/2013 financial year
Purpose of the funding	The development of electronic monitoring tool to monitor the implementation of Correctional Services Act
Expected outputs	Monitoring tool

Donor Fund No.2: Golden Horse Casino, World Focus, Hozies, and Nomageba Trading

Name of donor	Golden Horse Casino, World Focus, Hozies, and Nomageba Trading
Full amount of the funding	R10,500.00
Period of the commitment	2012/2013 financial year
Purpose of the funding	To support excellence awards event
Expected outputs	Excellence awards event

6.8. Capital investment, maintenance and asset management plan

Moveable Tangible Capital Assets

The value of the departmental assets at the beginning of 2012/2013 financial year was R1,951 billion and additions worth R119,156 million were made. Assets to the value of R77,108 million were disposed. Of the disposed assets, R1,081 million were lost, R33,036 million were scrapped and R38,246 million were sold through auctions and R347 thousand were donated to various entities.

The assets register was updated on a continuous basis with additions and disposals. Internal control measures for asset verifications have been introduced for asset and sub-asset controllers to verify and certify assets at their disposal on a monthly basis.

Infrastructure projects	2012/2013			2011/2012		
	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
- Maintenance and repairs	143,000	31,948	111,052	62,000	34,179	27,821
Total	143,000	31,948	111,052	62,000	34,179	27,821



PART C: GOVERNANCE

1. Introduction

Commitment by the department to maintain the highest standards of governance is fundamental to the management of public finances and resources. Users want assurance that the department has good governance structures in place to effectively, efficiently and economically utilize the state resources, which is funded by the tax payer.

The Department of Public Service and Administration (DPSA), in cooperation with the Government Information Technology Officer Council (GITO), developed the corporate governance of information and communication technology policy framework (CGICTPF), which is applicable to all spheres of government, organs of state and public enterprises. Parliament approved the CGICTPF for implementation on 21 November 2012.

The CGICTPF provides the political and executive leadership with a set of principles and practices that must be complied with, together with a phased implementation approach to be followed for corporate governance of information and communication technology (ICT). Each phase extends over a financial year and for each a number of implementation deliverables have been set. The Branch GITO has implemented the ICSSP, as one of the deliverables of the CGICTPF to ensure information security.

2. Risk Management

Risk assessment was conducted and the top 18 key risk value were identified and prioritised and sorted by inherent risk value and by residual risk gap. Controls were identified to mitigate the top eighteen (18) risks. Progress will be monitored and reported during the Audit Committee meetings and Internal Audit will assess the progress by conducting reviews based on the top eighteen (18) risks.

3. Fraud and Corruption

The department's fraud prevention plan and the progress made in implementing the fraud prevention plan:

- During the period under review, a total of 179 cases and 19 enquiries (cases not falling in the DIU mandates) were reported which resulted in 358 cases and 299 enquiries opened for investigation. The investigation process finalised 146 cases of which 127 were closed due to lack of evidence and 19 were referred to Code Enforcement for disciplinary action to be taken against the alleged transgressors. This resulted in 40.78% of cases investigated on detected corruption being finalised. Two hundred and twelve (212) cases and 257 enquiries are still open for investigations.

- The disciplinary process handled 68 cases of which 2 were closed and 66 were finalised. From the finalised disciplinary hearings 59 officials were found guilty and 7 were found not guilty. The sanctions were as follows: 15 final written warnings; 14 suspensions without salary; 19 dismissals; 8 verbal warnings; 2 officials were demoted; and 1 official was given corrective counselling. The success rate on convictions was 89.39%.
- Twenty four (24) Anti-Corruption workshops were conducted and the regions which were visited are Limpopo, Mpumalanga and North West, Eastern Cape, Western Cape, Free State and Northern Cape, Gauteng and the two Colleges.

4. Minimising Conflict of Interest

The Department of Correctional Services ensures that all Senior Management Service members declare their financial status annually as required by the Public Finance Management Act. Out of a total of 168 SMS members, 166 declared their financial statuses as required by the Public Finance Management Act. The 2 members who failed to declare were issued with letters of non-compliance to this effect.

5. Code of Conduct

The Department of Correctional Services Code of Conduct constitutes a blueprint against which the conduct of all members of the Department of Correctional Services is measured. The Code of Conduct is aligned to the White Paper on Corrections, as both documents clearly define how a Correctional Official is expected to conduct himself or herself. In addition, the very nature of the work performed within Correctional Services prescribes that a strict code of behavior be observed if our our Officials are to cultivate a sense of legitimacy to the offenders whom they are responsible for rehabilitating.

As a demonstration of the Department's commitment to upholding the values promoted in the Code of Conduct, as well as the White Paper on Corrections, a total of 3 101 officials were taken through disciplinary processes as outlined in the Departmental Disciplinary Code and Procedure. The Department subscribes to the principle that, each case is to be handled on its own merits, and that discipline is meant to be corrective, rather than retributive. To cite a few examples, 464 officials were accordingly issued with correctional counselling notices at the end of their disciplinary cases, 659 received verbal warnings, 661 were issued with written warnings, whilst 475 received final written warnings. 161 officials were suspended without pay, 130 were demoted, whilst a further 121 were dismissed.

The misconduct registered against these officials ranged from mismanagement of state finances to commitment of common law or statutory offenses against the state whilst on duty.

6. Health Safety and Environmental Issues

In terms of the Occupational Health and Safety Act (Act 85 of 1993) as amended section 8(1), the employer shall provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to the health of his employees. The OHSA makes provision for compliance with occupational exposure limits with regard to identified hazards.

Occupational Hygiene Risk Assessment was conducted in the Department of Correctional Services by an Approved Inspection Authority in 12 Management Areas where the hazards and exposure levels were determined. The reports highlighted non-compliance in the workplace with regard to the occupational exposure limits as determined by the OHSA.

7. Internal Control Unit

The responsibility of the unit is to manage the audit process between AGSA and the department and to ensure that internal controls are recommended/ designed and fully implemented.

Name	Qualifications	Date appointed	Date Resigned	No. of Meetings attended	No. of speciall meeting at-tended
L. Majake	CA SA)	01-Jul-11	N/A	4/4	4/4
C. Motau	Masters in IT	01-Mar-10	N/A	4/4	4/4
M. Maponya	CA (SA)	19-Jul-12	N/A	3/3	4/4
R. Theunissen	CA (SA)	01-Mar-10	07-Jul-12	1/1	-
B. Madumise	Adv.	01-Jul-11	07-July-12	1/1	-
K. Buthelezi	BCom & ACCA	01-Mar-10	07-Jul-12	1/1	-

Work performed by internal control during the 2012/2013 financial year.

- Compiling of action plans on all deficiencies as identified by AGSA and Internal audit reports to ensure that corrective measures are implemented to correct all findings.
- Conducted meetings and assisted units on action plans compiled.
- Facilitate the audit process between the department and AGSA for all requests for information, communications of audit findings and management reports.

8. Audit Committee Report

We are pleased to present our report for the financial year ended 31 March 2013.

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 38 (1) (a) (ii) of the Public Finance Management Act and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein, except that we have not reviewed changes in accounting policies and practices.

Audit committee, audit committee members and attendance

The Department has established an Audit Committee in accordance with the provisions of section 38(1) (a) (ii) and section 77(a) of the PFMA. The Audit Committee had six (6) members, with all six (6) members outside the public service, three of them resigned during the year under review.

In terms of section 77(b) of the PFMA, the Audit Committee must meet at least twice a year. The Audit Committee held five (8) meetings during the financial year under review and these were attended as follows:

The members of the Audit Committee continued to meet with the Accounting Officer, senior management of the Department, Internal Audit and External Audit, collectively and individually, to address risks and challenges facing the Department.

The Effectiveness of Internal Control

Our review of the findings of the Internal audit work which was based on the risk assessments conducted in the department revealed certain weaknesses, which were raised with the Department.

The following Internal Audit work was completed during the year under review:

Human resourcing structures

- Information technology
- Asset management
- Performance information
- Case management and offender rehabilitation

The following were the areas of concern:

- Effectiveness of internal controls remains a major concern for the Audit Committee. At this stage, the Department has shown little if not any improvement in developing and implementing effective internal controls policies and procedures in line with local/global best practices. The recommendations made by both external and internal audit continue not to be realised by the Department.
- The issues that the department is facing rest at control environment level. The department urgently needs to review and correct its organisational structure, the manner in which authority and responsibilities are assigned and its human resources practices. This is more crucial for areas such as finance, information technology and performance management where matters cannot be addressed or internal controls cannot be strengthened due to human resource issues.

In-Year Management and Monthly/ Quarterly Report

The Audit Committee is not satisfied with the content and quality of quarterly performance information reports prepared and issued by the Department during the year under review, in compliance with the statutory reporting framework. Often, there are no system in place to ensure that reports are submitted; in time, accurate, complete and/or reliable. This eventually affects the quality of the decision made by senior management and other stakeholders.

Evaluation of Financial Statements

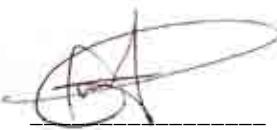
We have reviewed the annual financial statements prepared by the department.

Auditor General's Report

We have reviewed the department's implementation plan for audit issues raised in the prior year and we report that a significant number of the matters have not been resolved by department.

The Audit Committee concurs and accepts the conclusions of the Auditor-General on the annual financial statements and is of the opinion that the audited

annual financial statements be accepted and read together with the report of the Auditor-General.



Charles Motau
Chairperson of the Audit Committee
Department of Correctional Services
31 May 2013



Part D: Human Resource Management

DCS celebrates excellence by officials at the 5th National Corrections Excellence Awards (NCEA), held on Friday, 1 March 2013 near Polokwane

1. Legislation that govern HR management

The Department's HR operations are regulated by the relevant legislation and 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 of the Public Service and Administration for all departments within the Public Service.

2. Introduction

The Value of Human Capital in the Department

The Department of Correctional Services is a people-intensive organisation. The extent to which the Department is able to realise its goals and objectives is dependent on its people. One of the challenges experienced under the period in review has been the pace at which vacant positions are filled. A number of interventions were, and are being explored to address this challenge. One of the measures implemented to improve the recruitment turnaround time has been the decentralisation of the post advertisement process to the Regions. Another measure has been the creation of the pool of trained Correctional Officials from the learnership program to provide capacity to fill entry-level vacancies. A Workforce Planning strategy intended encompassing recruitment, succession planning and retention strategies is under consideration in order to ensure proper integration.

The Department registered an overall 4.1% vacancy rate for the period under review. This vacancy rate compares favourably in relation to similar-sized Departments nationally.

The rate of attrition level within the Department has been mainly through ill health retirement of 7.5%, resignations at 36.4%, deaths at 14.1 %, expiry of contracts 15.9%, and transfers 21.2 %.

Overview of HR Matters in the Department

There is a need to strengthen the HR capacity in terms of human and systems capacity in order to deliver on the branch mandate. The ongoing organisational structure re-alignment process provides HR with an opportunity to streamline its capacity, systems and operations in line with the revised organisational structure. As part of this exercise, a departmental competency and role profile framework will, as a result be developed to facilitate the attainment of our goals and objectives.

Set HR Priorities for the Year under Review and the Impact of these Priorities

One of the priorities was maintaining the departmental staffing levels at 97% (3% vacancy rate). However, 95.8% of vacant and funded positions were filled for the period under review. The shortfall was a result of the early depletion of the recruitment budget. Whilst the performance was below the set target, this represented a significant improvement in the management of vacant posts within the department. As mentioned earlier, this vacancy rate compares favourably in relation to other government departments that are of a similar size. The intention is to continue striving to achieve and maintain the set vacancy target. Furthermore, measures designed to facilitate this include the development of an integrated workforce planning strategy

The department's high-level organisational structure was developed and implemented. The roll out of this structure further within the organisation also commenced during the period under review. This will ensure that branch functions are clearly stated in line with legislation, mandates and the White Paper on Corrections. It will also enable initiation and improvements of competency-based management of people through competency and role profile frameworks mentioned earlier.

Workforce Planning Framework and Key Strategies to Attract and Recruit a Skilled and Capable Workforce

Whilst under consideration for review with the intention to further integration, the current workforce planning continues to provide DCS with required guidelines in the development of the structure, filling of vacant posts and on-going job evaluations. The revised workforce plans will need to reflect the fact that, as a permanent security environment, the department is requires that centre-based staff work shifts to ensure that the inmates are kept safe and secure. Secondly, the 7-day establishment and Occupation Specific Dispensation have been used to facilitate some of the workforce planning requirements. The 7-day establishment and the OSD continue to pose challenges and several meetings with the Organised Labour were held to resolve such matters and the department is looking at improved methods of engagement.

Employee performance management framework

The Career-Pathing Framework aligned to the DPSA Framework has been approved and is based on the principles contained in the OSDs

Employee Wellness programmes

The Employee Assistance Programme within the department is an on-site based programme which covers three (3) fundamental methods provided by 32 trained professionals:

*Therapeutic services emphasizing short-term

counselling and effective referral system.

* Wellness Programmes focusing on areas such as financial literacy, stress management and conflict management.

Policy Development

Achievements

The following HR policies were approved:

1. Employee Identification Card Policy
2. Integrated Employee Health and Wellness Policy

Future HR goals and objectives

1. Rolling out an integrated workforce planning model, which includes attraction and retention strategy, organisational competency and role profiling;
2. Rolling out an HR policy framework;
3. Completing the roll out of the revised organisational structure.

3. Human Resources Oversight Statistics

3.1. Personnel Related Expenditure

Expenditure

Departments budget in terms of clearly defined programmes. The following tables summarise final audited expenditure by programme (Table 3.1.1) and by salary bands (Table 3.1.2). 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.

Challenges faced by the Department

The department faces the following HR-related challenges:

1. An ageing workforce;
2. Attraction and Retention of critical and scarce skills, such as Doctors, Nurses, Social Workers, Psychologists and Psychiatrists, Artisans and Educationists
3. Roll out of an integrated human resource policy framework;
4. Completing the roll out of the revised organisational structure



TABLE 3.1.1. Personnel expenditure by programme, 2012/2013

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)
Administration	4,655,952	2,086,019	46,705	0	39.9	50
Incarceration	9,478,466	7,526,683	0	0	79.4	179
Rehabilitation	841,626	582,350	0	0	68.2	14
Care	1,668,873	564,877	0	0	33.9	13
Social reintegration	668,637	577,842	0	0	86.7	14
Z=Total as on Financial Systems (BAS)	17,313,554	11,337,771	46,705	0	65.5	270

Training expenditure reflects only Goods and Services expenditure under the national HRD Activity and does not include the amount spent on internship and learnership stipends which is expended under the Compensation of Employees item.

TABLE 3.1.2. Personnel costs by salary bands, 2012/2013

Salary bands	Personnel Expenditure (R'000)	% of total personnel cost	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	2,899	0	107,370
Skilled (Levels 3-5)	786,383	6.9	170,916
Highly skilled production (Levels 6-8)	8,186,512	72.2	259,980
Highly skilled supervision (Levels 9-12)	1,758,936	15.5	417,998
Senior management (Levels 13-16)	236,264	2.1	871,823
Contract (Levels 1-2)	32,909	0.3	34,316
Contract (Levels 3-5)	97,897	0.9	112,267
Contract (Levels 6-8)	91,163	0.8	223,439
Contract (Levels 9-12)	37,184	0.3	453,463
Contract (Levels 13-16)	10,136	0.1	1,126,222
Periodical Remuneration	39,619	0.3	22,941
Abnormal Appointment	57,869	0.5	20,543
TOTAL	11,337,771	100	3,821,278

The following tables provide a summary per programme (Table 3.1.3) and salary bands (Table 3.1.4), of expenditure incurred as a result of salaries, overtime, home-owner's allowance and medical assistance. In each case, the table provides an indication of the percentage of the personnel budget that was used for these items.

TABLE 3.1.3. Salaries, Overtime, Home Owners Allowance and Medical Assistance by programme, 2012/2013

Programme	Salaries				Overtime				Medical Assistance as a % of personnel cost
	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)		
1 Administration	322,069	70.3	815	0.2	7,995	1.7	26,387		5.8
2 Security	884,091	68.9	1,841	0.1	29,288	2.3	109,189		8.5
3 Facilities	19,131	69.3	30	0.1	476	1.7	1,958		7.1
4 Care	124,324	72.2	87	0.1	2,561	1.5	9,236		5.4
5 Development	82,335	0	57	0	1,945	1.7	8,011		6.9
6 Corrections	294,378	70.2	305	0.1	8,271	2	31,752		7.6
7 After Care	92,887	69.9	48	0	2,941	2.2	9,891		7.4
1: Administration	986,346	70	2,803	0.2	26,072	1.9	74,364		5.3
2: Incarceration	4,022,172	68.8	19,906	0.3	136,962	2.3	438,685		7.5
3: Rehabilitation	319,473	69.6	388	0.1	7,975	1.7	26,406		5.8
4: Care	322,684	71.8	592	0.1	7,370	1.6	23,536		5.2
5: Social reintegration	303,170	69.5	352	0.1	10,089	2.3	28,485		6.5
TOTAL	7 773 060	69.4	27,224	0.2	241,945	2.2	787,900		7

NB: Please note that the duplication of some of the budget programmes is as a result of the changes in the budget structures which were implemented in April 2012, while there was still expenditure incurred against some of the old budget structure.

TABLE 3.1.4. Salaries, Overtime, Home Owners Allowance and Medical Assistance by salary bands, 2012/2013

Salary Bands	Salaries		Overtime		Home Owners Allowance		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 Assistance as a % of personnel cost
Lower skilled (Levels 1-2)	1,927	71.7	0	0	138	5.2	223	8.3
Skilled (Levels 3-5)	483,860	68.9	1,192	0.2	22,912	3.3	60,427	8.6
Highly skilled production (Levels 6-8)	5,683,503	69	23,058	0.3	194,624	2.4	646,492	7.9
Highly skilled supervision (Levels 9-12)	1,299,394	71.6	2,947	0.2	22,482	1.2	78,868	4.3
Senior management (Levels 13-16)	123,466	75.8	0	0	1,751	1.1	1,799	1.1
Contract (Levels 1-2)	32,785	99.4	0	0	0	0	0	0
Contract (Levels 3-5)	97,264	99.2	13	0	36	0	42	0
Contract (Levels 6-8)	5,538	98.4	3	0.1	0	0	0	0
Contract (Levels 9-12)	35,897	91.7	11	0	2	0	47	0.1

Salary Bands	Salaries		Overtime		Home Owners Allowance		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 Assistance as a % of personnel cost
Contract (Levels 13-16)	9,421	91.8	0	0	0	0	2	0
Periodical Remuneration	-19	0	0	0	0	0	0	0
Abnormal Appointment	24	0	0	0	0	0	0	0
TOTAL	7,773,098	69.4	27,224	0.2	241,945	2.2	787,900	7

3.2. Employment and vacancies

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment. This information is presented in terms of three key variables: - programme (Table 3.2.1), salary band (Table 3.2.2) and critical occupations (Table 3.3). Departments have identified critical occupations that need to be monitored. Table 3.3 provides establishment and vacancy information for the key critical occupations of the department.

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

TABLE 3.2.1. Employment and vacancies by programme, 31 March 2013

Programme	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Administration	7,269	6,642	8.6	1,252
Incarceration	30,698	29,992	2.3	622
Rehabilitation	2,147	1,898	11.6	5
Care	1,834	1,689	7.9	11
Social reintegration	1,914	1,836	4.1	2
TOTAL	43,862	42,057	4.1	1,892

TABLE 3.2.2. Employment and vacancies by salary bands, 31 March 2013

Salary band	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Lower skilled (Levels 1-2)	29	27	6.9	0
Skilled (Levels 3-5)	4,287	4,100	4.4	0
Highly skilled production (Levels 6-8)	32,535	31,600	2.9	0
Highly skilled supervision (Levels 9-12)	4,842	4,208	13.1	0
Senior management (Levels 13-16)	218	175	19.7	0
Contract (Levels 1-2)	959	959	0	958
Contract (Levels 3-5)	876	872	0.5	881
Contract (Levels 6-8)	25	25	0	26
Contract (Levels 9-12)	82	82	0	18
Contract (Levels 13-16)	9	9	0	9
TOTAL	43,862	42,057	4.1	1,892

TABLE 3.2.3. Employment and vacancies by critical occupation, 31 March 2013

Critical occupations	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Custodian personnel	2,534	2,348	7.3	0
Educationists	538	463	13.9	0
Professional nurses	988	877	11.2	0
Psychologists and vocational counsellors	90	67	25.6	4
Security officers	32,359	31,814	1.7	623
Social work and related professionals	591	504	14.7	0
TOTAL	37,100	36,073	2.8	627

NB: As per the DPSA guidelines, reporting in this table should be based on the first top five (5) critical occupations, however the department is submitting the first top six (6).

The information in each case reflects the situation as at 31 March 2013. For an indication of changes in staffing patterns over the year under review, please refer to section 5 of this report.

3.3. 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 3.3.1) 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 3.3.1. Job Evaluation by Salary Bands, 1 April 2012 to 31 March 2013

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)	29	0	0	0	0	0	0
Skilled (Levels 3-5)	4,287	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	32,535	3	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	4,842	11	0.2	0	0	0	0
Senior Management Service Band A	161	4	2.5	0	0	0	0
Senior Management Service Band B	40	1	2.5	0	0	0	0
Senior Management Service Band C	14	1	7.1	0	0	0	0
Senior Management Service Band D	3	0	0	0	0	0	0
TOTAL	41,911	20	0	0	0	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 3.3.2. Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2012 to 31 March 2013

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

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 3.3.3. Employees whose salary level exceed the grade determined by job evaluation, 1 April 2012 to 31 March 2013 (in terms of PSR 1.V.C.3)

Employees whose salary level exceed the grade determined by job evaluation, 1 April 2012 to 31 March 2013 (in terms of PSR 1.V.C.3)	None
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3.4. 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 3.4.1) and by critical occupations (Table 3.4.2). (These "critical occupations" should be the same as those listed in Table 3.2.3).

TABLE 3.4.1. Annual turnover rates by salary band for the period 1 April 2012 to 31 March 2013

Salary Band	Number of employees per band as on 1 April 2012	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Lower skilled (Levels 1-2)	27	12	1	0
Skilled (Levels 3-5)	3,479	45	47	1.4
Highly skilled production (Levels 6-8)	32,397	96	923	2.8
Highly skilled supervision (Levels 9-12)	4,339	27	239	5.5
Senior Management Service Band A	127	8	6	4.7
Senior Management Service Band B	25	6	1	4
Senior Management Service Band C	13	1	1	7.7
Senior Management Service Band D	3	0	1	33.3
Contract (Levels 1-2)	1	1,056	99	0
Contract (Levels 3-5)	581	1,082	219	37.7
Contract (Levels 6-8)	23	29	15	65.2
Contract (Levels 9-12)	99	21	39	39.4
Contract (Band A)	6	1	3	50
Contract (Band B)	7	3	6	85.7
Contract (Band C)	2	0	1	50
TOTAL	41,129	2,387	1,601	3.9

TABLE 3.4.2. Annual turnover rates by critical occupation for the period 1 April 2012 to 31 March 2013

Occupation:	Number of employees per occupation as on 1 April 2012	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Custodian personnel, Permanent	2,504	49	110	4.4
Educationists, Permanent	447	24	17	3.8
Professional nurse, Permanent	891	19	47	5.3
Psychologists and vocational counsellors, Permanent	57	8	6	10.5
Security officers, Permanent	31,904	975	989	3.1
Social work and related professionals, Permanent	503	15	16	3.2
TOTAL	36,306	1,090	1,185	3.3

NB: As per the DPSA guidelines, reporting in this table should be based on the first top five (5) critical occupations, however the department is submitting the first top six (6).

Table 3.4.3 identifies the major reasons why staff left the department.

Table 3.4.3. Reasons why staff are leaving the department

Termination Type	Number	% of total
Death	225	14.1
Resignation	582	36.4
Expiry of contract	273	17.1
Transfers	4	0.2
Discharged due to ill-health	55	3.4
Dismissal – misconduct	121	7.6
Retirement	340	21.2
Total	1,601	100
Total number of employees who left as a % of the total employment		3.8

Table 3.4.4. Promotions by critical occupation

Occupation	Employees as at 1 April 2011	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
Custodian personnel	2,504	16	0.6	17	0.7
Educationists	447	5	1.1	2	0.4
Professional nurse	891	4	0.4	50	5.6
Psychologists and vocational counsellors	57	1	1.8	16	28.1
Security officers	31,904	37	0.1	1,923	6
Social work and related professionals	503	4	0.8	224	44.5
TOTAL	36,311	67	0.2	2 232	6.1

NB: As per the DPSA guidelines, reporting in this table should be based on the first top five (5) critical occupations, however the department is submitting the first top six (6).

Table 3.4.5. Promotions by salary band

Salary Band	Employees 1 April 2012	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)	27	0	0	5	18.5
Skilled (Levels 3-5)	3,479	3	0.1	1,082	31.1
Highly skilled production (Levels 6-8)	32,397	140	0.4	1,587	4.9
Highly skilled supervision (Levels 9-12)	4,339	114	2.6	295	6.8
Senior management (Levels 13-16)	168	13	7.7	120	71.4
Total	40,410	270	0.7	3,089	7.6

3.5. Employment equity

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

3.5.1. Total number of employees (including employees with disabilities) in each of the following occupational categories as at 31 March 2013

Occupational categories (SASCO)	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	76	14	5	10	35	4	2	3	149
Professionals	408	55	9	51	848	147	23	101	1,642
Technicians and associate professionals	899	209	29	486	1,331	263	34	302	3,553
Clerks	1,804	249	36	259	1,665	118	21	112	4,264
Service and sales workers	16,373	3,468	385	3,263	6,680	1 112	130	403	31,814
Craft and related trades workers	227	113	11	225	38	0	0	0	614
Elementary occupations	11	0	0	0	10	0	0	0	21
Total	19,798	4,108	475	4,294	10,607	1,644	210	921	42,057
Employees with disabilities	93	14	0	27	69	7	1	5	216

3.5.2. Total number of employees (including employees with disabilities) in each of the following occupational bands as at 31 March 2013

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	9	0	0	1	3	0	1	1	15
Senior Management	74	18	7	10	41	6	2	2	160
Professionally qualified and experienced specialists and mid-management	1,424	311	56	751	1,214	196	30	225	4,207
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	15,772	3,517	378	3,499	6,515	1 159	129	633	31,602
Semi-skilled and discretionary decision making	1,812	221	32	29	1,684	232	39	51	4,100
Unskilled and defined decision making	3	0	0	0	23	1	0	0	27
Contract (Top Management)	1	0	0	0	0	0	0	0	1
Contract (Senior Management)	6	0	0	0	2	0	0	0	8
Contract (Professionally qualified)	31	9	2	3	24	2	6	5	82
Contract (Skilled technical)	6	0	0	0	15	3	0	1	25
Contract (Semi-skilled)	371	18	0	1	460	19	0	2	871
Contract (Unskilled)	289	14	0	0	626	26	3	1	959
TOTAL	2,519	262	34	33	2,834	283	48	60	42,057

NB. Totals for the top management reflected above are inclusive of the Minister and the Deputy Minister.

3.5.3. Recruitment for the period 1 April 2012 to 31 March 2013

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	1	1
Senior Management	5	1	0	0	7	1	0	0	14
Professionally qualified and experienced specialists and mid-management	8	0	1	1	16	1	0	0	27
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	30	1	0	0	52	10	1	2	96
Semi-skilled and discretionary decision-making	166	5	21	4	170	2	23	1	392
Unskilled and defined decision making	0	0	0	0	12	0	0	0	12
Contract (Senior Management)	3	0	0	0	1	0	0	0	4
Contract (Professionally qualified)	0	3	2	1	3	1	6	5	21
Contract (Skilled technical)	8	0	0	0	15	4	0	2	29
Contract (Semi-skilled)	483	38	0	1	517	39	2	2	1,082
Contract (Unskilled)	332	18	1	0	669	31	3	2	1,056
Total	1,035	66	25	7	1,462	89	35	15	2,734

3.5.4. Promotions for the period 1 April 2012 to 31 March 2013

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	1	0	0	0	1
Senior Management	5	1	0	0	6	1	0	0	13
Professionally qualified and experienced specialists and mid-management	136	13	7	23	167	36	5	22	409
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	711	130	16	169	560	99	11	31	1,727
Semi-skilled and discretionary decision-making	354	59	10	8	548	70	14	22	1,085
Unskilled and defined decision making	0	0	0	0	4	1	0	0	5
Total	1,206	203	33	200	1,286	207	30	75	3,240
Employees with disabilities	20	0	0	1	19	0	0	0	40

3.5.5. Terminations for the period 1 April 2012 to 31 March 2013

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	0	0	0	0	0	0	1	2
Senior Management	2	0	0	1	4	0	0	0	7
Professionally qualified and experienced specialists and mid-management	89	20	0	56	48	10	2	14	239
Skilled technical and academically qualified workers, junior management, supervisors, foremen	517	111	6	131	98	24	4	32	923
Semi-skilled and discretionary decision-making	28	3	0	1	12	2	0	1	47
Unskilled and defined decision making	0	0	1	0	0	0	0	0	1
Contract (Top Management)	1	0	0	0	0	0	0	0	1
Contract (Senior Management)	3	0	0	2	2	0	1	1	9
Contract (Professionally qualified)	15	6	0	3	5	2	5	3	39
Contract (Skilled technical)	5	0	0	1	7	1	0	1	15
Contract (Semi-skilled)	83	7	0	0	125	3	0	1	219
Contract (Unskilled)	45	4	1	0	43	5	0	1	99
Total	789	151	8	195	344	47	12	54	1 601
Employees with disabilities	4	1	0	3	3	1	0	0	12

3.5.6. Disciplinary action for the period 1 April 2012 to 31 March 2013

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Corrective counselling	221	137	0	43	50	11	0	2	464
Verbal warning	366	147	0	49	66	24	0	7	659
Written warning	397	148	2	41	43	25	0	5	661
Final written warning	269	110	3	45	27	15	0	6	475
Dismissal	83	30	0	11	24	10	0	3	161
Demotion	7	1	0	1	0	0	0	0	9
Suspension without pay	92	18	1	9	14	1	0	0	135
Withdrawal	61	22	1	14	13	4	0	1	116
Not guilty	76	10	0	8	11	5	1	0	111
No outcome	149	102	0	20	14	19	0	6	310
Total	1,721	725	7	241	262	114	1	30	3,101

3.5.7. Skills development for the period 1 April 2012 to 31 March 2013

Occupational categories	Female				Male				Grand Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	439	47	5	44	757	183	27	153	1,655
Professionals	295	105	5	42	275	99	6	66	893
Technicians and associate professionals	274	39	4	21	509	125	19	143	1,134
Clerks	1,653	270	22	118	1,503	413	27	256	4,262
Service and sales workers	2,828	588	77	149	5,696	1,623	123	1,034	12,118
Skilled agriculture and fishery workers	6	0	0	0	21	5	0	10	42
Craft and related trades workers	2	0	0	1	8	2	0	7	20
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations	5	0	0	1	9	3	0	3	21
Total	5,502	1,049	113	376	8,778	2,453	202	1,672	20,145
Employees with disabilities*	16	3	0	1	13	5	0	4	42

3.6. 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 3.6.1), salary bands (table 3.6.2) and critical occupations (Table 3.6.3).

TABLE 3.6.1. Performance Rewards by race, gender, and disability, 1 April 2012 to 31 March 2013

	Beneficiary Profile			Cost	
	Number of beneficiaries	Total number of employees in group	% of total within group	Cost (R'000)	Average cost per employee
African	6,584	30,405	21.7	62,645	9.515
Male	4,377	19,798	22.1	42,607	9.734
Female	2,207	10,607	20.8	20,038	9.079
Asian	204	685	29.8	2,377	11.652
Male	147	475	30.9	1,810	12.313
Female	57	210	27.1	567	9.947
Coloured	1,422	5,752	24.7	14,772	10.388
Male	960	4,108	23.4	10,433	10.868
Female	462	1,644	28.1	4,339	9.392
White	1,483	5,215	28.4	18,263	12.315
Male	1,132	4,294	26.4	14,008	12.375
Female	351	921	38.1	4,255	12.123
Total	6,693	42,057	23	98,567	10.169
Employees with a disability	60	216	27.8	510	8.500

TABLE 3.6.2. Performance Rewards by salary bands for personnel below Senior Management Service, 1 April 2012 to 31 March 2013

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)	2	27	7.4	8	4,000	0
Skilled (Levels 3-5)	551	4,100	13.4	3,265	5,926	0
Highly skilled production (Levels 6-8)	8,026	31,600	25.4	76,878	9,579	0.7
Highly skilled supervision (Levels 9-12)	1,114	4,208	26.5	18,416	16,531	0.2
Contract (Levels 1-2)	0	959	0	0	0	0
Contract (Levels 3-5)	0	872	0	5	0	0
Contract (Levels 6-8)	0	25	0	0	0	0
Contract (Levels 9-12)	0	82	0	0	0	0
Total	9,693	42,057	23.1	98,567	10,168	0.9

TABLE 3.6.3. Performance Rewards by critical occupations, 1 April 2012 to 31 March 2013

Critical Occupations	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Custodian personnel	560	2,348	23.85	7,106	12,689
Educationists	110	463	23.8	1,224	11,127
Professional nurse	203	877	23.1	3,186	15,695
Psychologists and vocational counsellors	11	67	16.4	174	15,818
Security officers	7,702	31,814	24.2	73,149	9,497
Social work and related professionals	133	503	26.4	1,661	12,489
Total	8,719	36,072	24	86,500	9,921

TABLE 3.6.4. Performance related rewards (cash bonus), by salary band, for Senior Management Service

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
B and A	0	130	0	0	0	0
B and B	0	38	0	0	0	0
B and C	0	13	0	0	0	0
B and D	0	3	0	0	0	0
Total	0	184	0	0	0	0

3.7. 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 3.7.1. Foreign Workers, 1 April 2012 to 31 March 2013, by salary band

Salary Band	1 April 2012		31 March 2013		Change	
	Number	% of total	Number	% of total	Number	% change
Lower skilled (Levels 1-2)	0	0	1	7.7	1	-50
Skilled (Levels 3-5)	14	93.3	11	84.6	-3	150
Highly skilled production (Levels 6-8)	1	6.7	1	7.7	0	0
Highly skilled supervision (Levels 9-12)	0	0	0	0	0	0
Senior management (Levels 13-16)	0	0	0	0	0	0
Total	15	100	13	100	-2	100

TABLE 3.7.2. Foreign Worker, 1 April 2012 to 31 March 2013, by major occupation

Major Occupation	1 April 2012		31 March 2013		Change	
	Number	% of total	Number	% of total	Number	% change
Administrative office workers	0	0	1	7.7	1	-50
National security and custodian personnel	10	66.7	9	69.2	-1	50
Other occupations	0	0	1	7.7	1	-50
Professionals and managers	5	33.3	2	15.4	-3	150
Total	15	100	13	100	-2	100

3.8. Leave utilisation for the period 1 January 2012 to 31 December 2012

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 3.8.1. Sick leave, 1 January 2012 to 31 December 2012

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)	165	84.2	22	0.1	8	47
Skilled (Levels 3-5)	31,196,5	79.6	3,153	9.1	10	11,628
Highly skilled production (Levels 6-8)	239,404	73.2	26,244	75.9	9	147,983
Highly skilled supervision (Levels 9-12)	30,638	74.8	3,650	10.6	8	33,481
Senior management (Levels 13-16)	726	77.3	117	0.3	6	2,221
Contract (Levels 1-2)	2,017	58.2	711	2.1	3	326
Contract (Levels 3-5)	1,988	58.7	551	1.6	4	623
Contract (Levels 6-8)	68	50	25	0.1	3	37
Contract (Levels 9-12)	589	71.3	86	0.2	7	800
Contract (Levels 13-16)	23	69.6	5	0	5	71
Total	306,814,5	73.8	34,564	100	9	197,217

TABLE 3.8.2. Disability leave (temporary and permanent), 1 January 2012 to 31 December 2012

Salary Band	Total days taken	% days with medical certification	Number of employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)	21	100	3	0.1	7	5
Skilled (Levels 3-5)	6,541	100	247	5.8	26	2,498
Highly skilled production (Levels 6-8)	97,418	99.9	3,596	84.6	27	63,994
Highly skilled supervision (Levels 9-12)	12,163	100	388	9.1	31	13,051
Senior management (Levels 13-16)	344	100	8	0.2	43	1,034
Contract (Levels 1-2)	8	100	2	0	4	1
Contract (Levels 3-5)	22	100	2	0	11	7
Contract (Levels 9-12)	17	100	4	0.1	4	24
Total	116,534	99.9	4,250	100	27	80,614

Table 3.8.3 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 3.8.3. Annual Leave, 1 January 2012 to 31 December 2012

Salary Bands	Total days taken	Average per employee
Lower skilled (Levels 1-2)	347	13
Skilled (Levels 3-5)	65,855,64	18
Highly skilled production (Levels 6-8)	812,170,65	25
Highly skilled supervision (Levels 9-12)	111 768.24	25
Senior management (Levels 13-16)	3,979	23
Contract (Levels 1-2)	6,187	6
Contract (Levels 3-5)	6,685,44	8
Contract (Levels 6-8)	256	9
Contract (Levels 9-12)	1,828	17
Contract (Levels 13-16)	83	8
Total	1,009,159,97	23

TABLE 3.8.4. Capped leave, 1 January 2012 to 31 December 2012

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)	30	6	16
Highly skilled production (Levels 6-8)	8,027	8	36
Highly skilled supervision (Levels 9-12)	1,573	9	59
Senior management (Levels 13-16)	36	9	67
Total	9,666	8	40

TABLE 3.8.5. Leave pay-outs for the period 1 April 2012 to 31 March 2013

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 2012/2013 due to non-utilisation of leave for the previous cycle	272	15	18,133
Capped leave payouts on termination of service for 2012/2013	15,739	1,228	12,817
Current leave payout on termination of service for 2012/2013	118	346	341
Total	16,129	1,589	1,050

3.9. HIV and AIDS & health promotion programmes

TABLE 3.9.1. Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
<ul style="list-style-type: none"> • Health Care Professionals working with Offenders 	<ul style="list-style-type: none"> • Health Care Professionals cautioned on the handling of sharps and advised not to recap used needles
<ul style="list-style-type: none"> • Correctional Officials working with Offenders 	<ul style="list-style-type: none"> • Ensure that post exposure prophylaxis are available at the workplace and to be available when needed. (Health Care Services has agreed to assist in this regard)

TABLE 3.9.2. 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		DR. MP Mashabela, Director HR Support. OHS and HIV/AIDS is a sub-component within the 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 HIV/AIDS Coordinator at ASD Level. EAP's assist with counselling on HIV & AIDS. There are 32 EAP posts filled nationally, at salary level 8. The annual budget is approximately R 4 million for compensation of employees and for programmes R 400 000.
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		<p>The Employee Assistance Programme within the department is an on-site-based programme which covers 3 fundamental methods provided by 32 trained professionals:</p> <p>*Therapeutic services emphasizing short-term counselling and effective referral systems (number of employees seen – 1 064).</p> <p>* Wellness Programmes and training which focus on preventative programmes such as financial literacy, stress, sexual harassment, conflict management, absenteeism and sick leave management, drug abuse, mental health, rape/sexual abuse, family health, medical health, finance, suicide prevention, work-related problems, Training programmes reached 1 664 employees and the wellness programmes reached 10 098 employees.</p> <p>*Marketing and Information giving of the programme reached 4 644 employees.</p>
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.	X		
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	X		The Department has reviewed its Integrated Employee Health and Wellness Policy and Procedures in line with the DPSA Employee Health and Wellness Framework. 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

Question	Yes	No	Details, if yes
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 measures are guided by the following codes and policies namely the Code of Conduct, the 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 against the above codes and policies is addressed through the DCS Disciplinary Policy and Procedure
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.	X		The number of employees who participated in VCT's is 1013
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 developed and implemented a HIV/AIDS monitoring tool to measure the impact of HIV promotion programmes. 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. The above indicators are reported quarterly

3.10. Labour relations

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

TABLE 3.10.1. Collective agreements, 1 April 2012 to 31 March 2013

Subject Matter	Date
None	
Total collective agreements: None	

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

TABLE 3.10.2. Misconduct and disciplinary hearings finalised, 1 April 2012 to 31 March 2013

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	464	15
Verbal warning	659	21.3
Written warning	661	21.3
Final written warning	475	15.3
Suspended without pay	161	5.2
Fine	9	0.3
Demotion	130	4.2
Dismissal	121	3.9
Not guilty	111	3.6
Case withdrawn	310	10
Total	3 101	100

TABLE 3.10.3. Types of misconduct addressed at disciplinary hearings

Type of misconduct	Number	% of total
Fails to comply with, or contravenes an Act, regulation or legal obligation.	446	12.5
Mismanages the finances of the State.	12	0.3
Without permission possesses or wrongfully uses the property of the State, another employees and/or a visitor.	29	0.8
Misuse/abuse of movable/immovable property of the State.	42	1.2
Damage to and or cause loss of state property.	105	2.9
Endangers the lives of self or others by disregarding safety rules or regulations.	42	1.2
Prejudice the administration, discipline or efficiency of a department, office or institution of the State.	73	2

Type of misconduct	Number	% of total
Misuse of position in the DCS to promote or to prejudice the interest of any political party, organization, company or individual.	4	0.1
Theft, bribery, fraud, corruption or any combination thereof.	107	3
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.	17	0.5
Fails to carry out a lawful order or routine instruction without just or reasonable cause.	195	5.5
Absence or repeated absence from work without a valid reason or permission.	1 190	33.4
Commits an act of sexual harassment.	77	2.2
Discriminates on the basis of race, gender, disability, sexuality or other grounds outlawed by the Constitution.	5	0.1
Poor or inadequate performance for reasons other than incapacity.	56	1.6
Dereliction of duties.	288	8.1
Allowing a disciplinary hearing to fall away (Refer to clause 7.3.2 of the Procedure).	0	0
Performing of work for compensation in a private capacity for another person or organization either during or outside working hours without written approval.	2	0.1
Breaching the conditions pertaining to authorized private work.	3	0.1
Sleeping on duty	43	1.2
While on duty, is under the influence of an intoxicating, illegal, unauthorized, habit-forming and/ or stupefying drug,	74	2.1
Being in possession of alcohol in the workplace.	16	0.4
Being in possession of illegal, unauthorized, habit-forming and/ or stupefying drug on departmental premises.	31	0.9
Permitting an offender to take alcohol or any prohibited drug or to have these substances in his/ her possession.	15	0.4
While on duty, conducts herself or himself in an improper, disgraceful and unacceptable manner.	82	2.3
Contravention of the DCS Code of Conduct.	100	2.8
Assault, attempt or threatens to assault, another employee or person while on duty.	170	4.8
Incites other personnel to un-procedural and unlawful conduct.	9	0.3
Displays disrespect towards others in the workplace or demonstrates abusive or insolent behaviour.	55	1.5
Intimidation or victimization of fellow employees or other persons.	20	0.6
Prevents/ forces other employees from belonging/ not belonging to any trade union or employee organization.	0	0
Operates any money lending scheme for employees for own benefit during working hours in the workplace.	0	0
Carries or keeps firearms or other dangerous weapons in the workplace without the written authorization of the employer.	1	0
Misuse of firearms and/ or other dangerous weapons in the workplace.	1	0
Breaching of security measures.	235	6.6
Furnishing of false statements or evidence in the execution of his or her duties.	15	0.4
Falsification of records or any other documentation.	5	0.1
Participation in unprocedural, unprotected and/ or unlawful industrial action.	0	0
Commitment of a common law or statutory offence whilst on duty and/ or on state premises.	2	0.1
Total	3,567	100

TABLE 3.10.4. Grievances lodged for the period 1 April 2012 to 31 March 2013

	Number	% of Total
Number of grievances resolved	492	38.35
Number of grievances not resolved	791	61.65
Total number of grievances lodged	1,283	100

TABLE 3.10.5. Disputes lodged with Councils for the period 1 April 2012 to 31 March 2013

Number of disputes addressed		Number	% of Total
Disputes upheld		33	20.49
Disputes dismissed		38	23.6
Withdrawn		13	8.07
Settled		16	9.93
No jurisdiction - GPSSBC		15	9.31
Arbitration awards pending		46	28.57
Total		161	100

TABLE 3.10.6. Strike actions for the period 1 April 2012 to 31 March 2013

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

TABLE 3.10.7. Precautionary suspensions for the period 1 April 2012 to 31 March 2013

Number of people suspended	457
Number of people whose suspension exceeded 30 days	258
Average number of days suspended	75.49
Cost (R'000) of suspensions	R12,170,588.50

3.11. Skills development

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

3.11.1. Training needs identified 1 April 2012 to 31 March 2013

Occupational Categories	Gender	Number of employees as at 1 April 2012	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	50	0	20	15	35
	Male	104	0	43	60	103
Professionals	Female	3,080	0	350	320	670
	Male	2,161	0	103	220	323
Clerks	Female	1,055	516	920	4,320	5,756
	Male	2,076	516	800	6,200	7,516
Service and sales workers	Female	8,059	0	300	350	650
	Male	23,852	0	280	120	400
Craft and related trades workers	Female	40	0	0	0	0
	Male	563	0	0	0	0
Elementary occupations	Female	11	0	0	0	0
	Male	78	0	0	0	0
Sub Total	Female	12,295	516	1,590	5,005	7,111
	Male	28,834	516	1,226	6,600	8,342
Total		41,129	1,032	2,816	11,605	15,453

3.11.2. Training provided 1 April 2012 to 31 March 2013

Occupational categories	Gender	Number of employees as at 01 April 2013.	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	546	54	600
	Male	105	0	1,142	97	1,239
Professionals	Female	1,119	0	403	339	742
	Male	523	0	486	167	653
Technicians and Associate Professionals	Female	1,930	0	309	230	539
	Male	1,623	0	901	255	1,156
Clerks	Female	1,916	462	2,059	1,047	3,568
	Male	2,348	554	2,168	821	3,543
Services and Sales Workers	Female	8,325	0	3,181	1,887	5,068
	Male	23,489	0	7,946	2,850	10,796
Craft and related trades workers	Female	38	0	3	0	3
	Male	576	0	22	14	36
Elementary Occupations	Female	10	0	10	0	10
	Male	11	0	17	0	17
Sub total	Female	13,382	462	6,511	3,557	10,530
	Male	28,675	554	12,682	4,204	17,440
Grand Total		42,057	1,016	19,193	7,761	27,970

3.12. Injury on duty

The following tables provide basic information on injury on duty.

TABLE 3.12.1. Injury on duty, 1 April 2012 to 31 March 2013

Nature of injury on duty	Number	% of total
Required basic medical attention only	397	65%
Temporary Total Disablement	210	34,3%
Permanent Disablement	01	0,2%
Fatal	03	0,5
Total	611	100%

3.13. Utilisation of consultants

Table 3.13.1. Report on consultant appointments using appropriated funds

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Occupational Hygiene Survey	3	15	99 322
Medical Surveillance	2	10	925 981
Hepatitis A&B vaccination	1	10	105 974
Appointment of a specialist to develop a business case on the Development of a Professional Council for Corrections	2	20	985,000
Appointment of a Service Provider to assist the Internal Audit Unit of DCS with Internal Audit related tasks in a co-sourced capacity	32	244	6,200,000
MAINTENANCE APPLICATIONS MANAGEMENT: RESOURCES			
• BCIT	2	264	633,114
• EOH	5	770	1,594,330
• PYTRON	1	132	526,703

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
• RGBS	1	132	306,894
• PARACON	1	132	286,425
• RDC	1	132	628,396
• GIJIMA	5	660	1,122,707
• TSS	1	132	552,629
SOFTWARE CONSULTING SERVICES	17	2,244	56 142 720 = (3 year contract)
MAINTENANCE INFRASTRUCTURE MANAGEMENT: RESOURCES: (MAHINDRA SATYAM)	14	1,540	2 881 653 = (spent in 2012/2013)
Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
7	88	6,437	24,219,797 (spend up to end 2012/2013) 102,712,371 (Contract value for 3 years)

Table 3.13.2. Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs)

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
Appointment of a Service Provider to assist the Internal Audit Unit of DCS with Internal Audit related tasks in a co-sourced capacity	53,67%	94%	28
Internal Audit Secondments			
IT Audits and Project Management	53.67	53.67	73
MAINTENANCE APPLICATIONS MANAGEMENT: RESOURCES			
• GIJIMA	46.11	46.11	1
• PYTRON	100	100	2
• RGBS	90	90	1
• TSS	40.72	40.72	1
• RDC	70.55	70.55	1
• EOH	37.47	37.47	2
• BCIT			2
• PARACON	45.90	45.90	1
• SOFTWARE CONSULTING SERVICES	100	100	17
MAINTENANCE INFRASTRUCTURE MANAGEMENT: RESOURCES: SATYAM MAHINDRA	100	100	14

Table 3.13.3. Report on consultant appointments using Donor funds

Project Title	Total Number of consultants that worked on the project	Duration: Work days	Donor and Contract value in Rand
Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand

Table 3.13.4. 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
Internal Audit Secondments IT Audit and Project Managements	53.67	53.67	73



1. Report of the Accounting Officer

The following information focuses more on the financial aspects of the department.

- Summarised state of Financial Performance (actual and budget) for the past 2 years in a tabular format;
- Spending trends of each departmental programme and economic classification

Programme	2012/2013 Financial Year			2011/2012 Financial Year		
	Final Appropriation R'000	Actual R'000	% Spent	Final Appropriation R'000	Actual R'000	% Spent
Administration	4,770,671	4,655,952	97.6%	4,905,229	4,411,883	89,9%
Incarceration	9,498,331	9,478,466	99,8%	8,858,204	8,457,005	95,5%
Rehabilitation	967,505	841,626	87.0%	808,153	808,153	100%
Care	1,724,490	1,668,873	96.8%	1,482,991	1,482,991	100%
Social Reintegration	739,286	668,637	90.4%	632,348	632,348	100%
Total	17,700,283	17,313,554	97,8%	16,686,925	15,792,980	94,6%

Per GFS	2012/2013 Financial Year			2011/2012 Financial Year		
	Final Appropriation R'000	Actual R'000	% Spent	Final Appropriation R'000	Actual R'000	% Spent
Compensation of Employees	11,545,460	11,337,771	98,2%	10,861,320	10,367,974	95,5%
Goods and Services	5,006,038	4,941,717	98,7%	4,564,603	4,524,603	99,1%
Provinces and Municipalities	5,915	4,242	71,7%	4,323	4,323	100%
Departmental agencies and Accounts	6,752	6,752	100%	6,188	6,188	100%
Households	68,113	68,113	100%	61,946	61,946	100%
Buildings and other fixed structures	872,596	872,596	100%	1,104,240	753,641	68,2%
Machinery and Equipment	188,647	75,601	40,1%	79,535	69,535	87,4%
Biological and cultivated assets	1,850	1,850	100%	1,164	1,164	100%
Payments for financial assets	4,912	4,912	100%	3,606	3,606	100%
TOTAL	17,700,283	17,313,554	97,8%	16,686,925	15,792,980	94,6%

In 2012/2013 financial year appropriated budget was R17,7 billion, and an amount of R17,3 billion (97.8%) was spent resulting in under spending of R386,7 million (2.2%).

The under spending occurred as follows per programme and economic classification:

Per programme:

Programme: Administration

The net under spending was due to delays in the procurement for the establishment of cabling and local area network (LAN) equipment for 36 months contract which was not approved by SITA recommendation committee with no reasons provided. A request was made by the department to SITA in April 2012 and feedback was only received in November 2012. The other reason was due to delays in the filling of funded vacant posts under Compensation of Employees.

Programme: Rehabilitation

The net under spending was due to delays in filling of funded vacant posts under Compensation of Employees.

Programme: Care

The net under spending was due to delays in filling of funded vacant posts under Compensation of Employees. The under spending on goods and services was mainly due to the budget allocated under Nutritional services as the department anticipated that the Nutritional contract will not be renewed.

Programme: Social Re-Integration

Explanation of variance: The net under spending was due to delays in filling of funded vacant posts under Compensation of Employees.

Per Economic Classification:**Compensation of Employees:**

The net under spending was due to delays in filling of funded vacant posts. Persal reported 40177 permanent posts filled against the approved permanent establishment of 41911 as at end of March 2013, leaving 1734 vacancies (4.13%). The department also filled 1842 posts additional to the approved permanent establishment of 41911.

Goods and Services:

The underspending was mainly due to the budget allocated under Nutritional Services as the department anticipated that the Nutritional contract will not be renewed.

Provinces and municipalities:

The net underspending was due to savings under this item for the payment of vehicles renewal licences.

Machinery and Equipment:

The net underspending was due to delays in the procurement for the establishment of cabling and local area network (LAN) equipment for 36 months contract which was not approved by SITA recommendation committee with no reasons provided. A request was made by the department to SITA in April 2012 and feedback was only received in November 2012.

Virements

All virements and shifting of funds for the period under review were in line with section 43 of the PFMA act, Treasury Regulations 6.3.1 and approved by the Accounting Officer. All approved virements and shifting of funds were reported to National Treasury and Executive Authority.

Programme Administration:

The net increase of R116.9 million was mainly due to funds shifted to this programme under Goods & Services from programme Care to fund marketing and promotion costs, payment of outstanding legal claims against the state, Communications and Property Payments.

Programme Incarceration:

The net increase of R35.9 million was mainly due to funds shifted to this programme under Compensation of Employees on item Salaries & Wages from programme Administration and Social reintegration.

Programme Rehabilitation:

The net increase of R692 000 was mainly due to funds shifted to this programme under Goods & Services on item inventory consumable livestock and animal feed from programme Care.

Programme Care:

The net decrease of R147.4 million was mainly due to funds shifted from this programme to Programme Administration and Rehabilitation due to savings realised from Goods & Services items such as inventory Stationary and Printing.

Programme Social Reintegration:

The net decrease of R6.1 million was mainly due to funds shifted from this programme to programme Incarceration due to savings realised from Compensation of Employees as a result of vacancies.

Revenue:

All tariffs are calculated according to applicable inflation rate for the reporting period. The changes in 2012/2013 financial year were due to inflation adjustment and were accordingly approved by the Accounting Officer.

Free Services:

The total expenditure for 2012/2013 financial year for free services amounted to R51,511 million (R51,385 million – 2011/12 financial year). This amount consists of Compensation of Employees of 274 officials (274 officials – 2011/12 financial year) working directly with Clubs and Messes and R1,298 million was spent in 2012/2013 financial year (R1,215 million – 2011/2012 financial year) for three (3) officials in the Head Office Biokinetics Centre.

Utilisation of Donor funding:

The amount of R213 000 expenditure was incurred in 2011/2012 financial year in anticipation of the transfer by National Treasury of the donation from United States of America's President's Emergency plan for AIDS relief (PEPFAR) in Africa. National Treasury only transferred PEPFAR funds to the department in 2012/2013 financial year.

Information of Trading Entities and Public Entities

There are no trading and public entities related to the Department.

Organisations to whom Transfer payments have been made and the nature of these payments

In accordance with the Skills Development Act, 97 of 1998; R6,752 million in 2012/2013 and (R6,188 million – 2011/2012 financial year) was paid to SASSETA during the year under review.

- Discontinued activities/activities to be discontinued
- New or proposed activities;

Supply chain management

The procurement systems including the delegated committees (up to regional level) for consideration of bids are in place. A departmental procurement plan approved by the Accounting Officer has been submitted to National Treasury. On a monthly basis all regions report on all contracts awarded. There were no unsolicited bid proposals for both 2011/2012 and 2012/2013 financial years.

A database of all contracts is updated as and when contracts are awarded, extended or terminated. An early warning system on contracts that are to expire within six (6) months is in place to avoid unnecessary extension of contracts and delays in embarking on new bidding processes. The early warning contracts report is tabled before the National Bid Adjudication Committee at every sitting.

The department has appointed controllers at the two (2) Public Private Partnerships (PPPs) correctional centres to ensure proper monitoring of compliance of the two (2) concession contracts. The Supervisory Committees are in place to adjudicate on all contractual disputes and imposition of appropriate penalties as well as prepare annual reports on the functioning of the PPPs.

The Asset Management Reforms have been fully implemented. The logistical management systems including disposals are in place.

Supply Chain Management manuals are continuously updated to address identified internal control deficiencies and to comply with new developments as prescribed by National Treasury.

Challenges

The following challenges are being experienced

- The reviewed organisational structure which includes dedicated asset management and contract management units down to centre and management area levels, respectively, is still not yet approved and funded;
- The transversal logistical system, LOGIS, does not adequately meet the reporting requirements, especially the functionality on inter-store transfers
- The inventory functionality does not cater for the accounting of manufacturing workshops stock, that is, from raw materials to finished goods. The value of additions of inventory cannot be reconciled with expenditure on inventory items on Basic Accounting System (BAS) as LOGIS uses weighted average prices for all items.
- Centre based officials performing both security and SCM functions as a result not permanently available to perform SCM functions
- Lack of planning resulting in irregular or fruitless and wasteful expenditure

AGSA's report on matters in the previous year 2011/2012

Nature of qualification, emphasis of matters and matters of non-compliance	Progress made in clearing/resolving the matter
Movable tangible capital assets NB copy	<ul style="list-style-type: none"> • The department conducted an assets verification exercise to identify and capture assets not on the asset register. • Monthly spot-checks were conducted by all centres to minimise discrepancies regarding shortages and surpluses. • A guide was developed and implemented on how to use internal manufacturing workshop job cards to establish fair values for internally manufactured assets
Predetermined objectives Usefulness of information	Quarterly performance review sessions are being held to ensure that performance information is being utilised for planning and decision making.
Receivables	<p>The following measures were implemented to improve recovery of debts;</p> <ul style="list-style-type: none"> • All debts proven to be irrecoverable were written off • Review and increase of monthly instalments including recovering from bonuses to reduce extent of debt accounts
Expenditure Management	
Irregular Expenditure (including non-disclosure of business interests by family members)	<p>The Department issued guidelines to reemphasise certain stipulations of the departmental procurement policy procedures in order to enhance compliance with all procurements prescripts</p> <p>All cases for irregular expenditure have been referred to Internal Audit to investigate in order to determine the root causes and identify internal control deficiencies.</p>
Payments within 30 days	<p>The status of payments not made within 30 days is monitored on a monthly basis.</p> <p>Regions and Head Office Branches are obliged to provide reasons and address the root causes of non-compliance.</p>
Advance payments	<p>All advance payments were reclassified from expenditure to advance account.</p> <p>Certification of actual goods and services delivered to the department was introduced as a control measure to move prepaid amounts from advance account to expenditure items.</p>
Fruitless and Wasteful expenditure	All cases for fruitless and wasteful expenditure have been referred to Internal Audit to investigate in order to determine the root causes and identify internal control deficiencies.
Procurement and contracts	
Conducting business with prohibited suppliers	<ul style="list-style-type: none"> • Compliance notice was issued to all role players to address verification of suppliers against National Treasury's list of restricted suppliers prior to awarding of bids.
Governance	
Risk Assessment Internal Audit	Risk management strategy/policy does exist however the department is in the process of establishing a risk management committee. Currently the responsibilities of risk management unit are temporarily housed at Internal Audit Unit.

Outlook/ Plans for the future to address financial challenges

The department has started a process of refocusing all quality assurance units to a more proactive approach in order to strengthen compliance and internal controls. In this regard multidisciplinary teams have been deployed to some of the management areas.

Events after the reporting date

There were no events after the reporting date.

2. Accounting Officer's Statement of Responsibility for the Annual Financial Statements for the year ended 31 March 2013

The Accounting Office is responsible for the preparation of the department's annual financial statements and for the judgements made in this information.

The Accounting Officer is responsible for establishing, and implementing a system of internal control designed to provide reasonable assurance as to the integrity and reliability of the annual financial statements.

In my opinion, the financial statements fairly reflect the operations of the department for the financial year ended 31 March 2013.

The external auditors are engaged to express an independent opinion on the AFS of the department.

The Department of Correctional Services AFS for the year ended 31 March 2013 have been examined by the external auditors and their report is presented on page 118.

The Annual Financial Statements of the Department set out on page 123 to page 176 have been approved.



Ms. N.J. Jolingana
ACCOUNTING OFFICER
Department of Correctional Services
30 August 2013

3. Report of the Auditor General to Parliament on Vote No. 21 Department of Correctional Services.

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the financial statements of the Department of Correctional Services set out on pages 123 to 176, which comprise the appropriation statement, the statement of financial position as at 31 March 2013, the statement of financial performance, statement of changes in net assets and the cash flow statement for the year then ended, the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and presentation 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 the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the General Notice issued in terms thereof and International Standards on Auditing. 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.
4. 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 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.
5. 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

Movable tangible capital assets

6. The Department did not comply with section 40(1)(a)-(b) of the Public Finance Management Act as the movable tangible capital assets as disclosed in note 30 to the financial statements were understated to the approximate value of R88 million (2012: R19 million), as I was unable to trace these assets physically on hand to the asset register. These movable tangible capital assets as disclosed in note 30 to the financial statements were further overstated to the approximate value of R36 million (2012: R59 million) as I could not physically verify them. Furthermore, these movable tangible capital assets as disclosed in note 30 to the financial statements were understated to the approximate value of R16 million (2012: R36 million), as they did not reflect appropriate costs or fair values.

Qualified Opinion

7. 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 2013, 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 PFMA.

Emphasis of matters

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

Restatement of corresponding figures

9. As disclosed in note 22.2 to the financial statements, the corresponding figures for 31 March 2012 have been restated as a result of non compliance with finance lease disclosure as required by the Departmental Reporting Framework.

Material under spending of the budget

10. As disclosed in the appropriation statements, the department has materially under spent its total budget (vote) on the following programmes:

Administration: The under spending amounted to R114 719 000. The net underspending was due to delays in the procurement for the establishment of cabling and local area network (LAN) equipment for 36 months contract which was not approved by SITA recommendation committee with no reasons provided. A request was made by the department to SITA in April 2012 and feedback was only received in November 2012. The other reason was due to delays in the filling of funded vacant posts.

Rehabilitation: The under spending amounted to R 125 879 000. The net underspending was due to delays in filling of funded vacant posts under Compensation of Employees

Care: The under spending amounted to R 55 617 000. The net underspending was due to delays in filling of funded vacant posts under Compensation of Employees. The underspending under goods and services was mainly due to the budget allocated under nutritional services as the department anticipated that the Nutritional contract will not be renewed.

Social Reintegration: The under spending amounted to R70 649 000. The net underspending was due to delays in filling of funded vacant posts under Compensation of Employees.

Additional matters

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

Unaudited supplementary schedules

12. The supplementary information set out on annexures 1A to 7 on pages 167 to 176 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion thereon.

Financial reporting framework

13. The financial reporting framework prescribed by the National Treasury and applied by the Department is a compliance framework. The wording of my opinion on a compliance framework should reflect that the financial statements have been prepared in accordance with this framework and not that they "present fairly". Section 20(2)(a) of the PAA, however, requires me to express an opinion on the fair presentation of the financial statements. The wording of my opinion therefore reflects this requirement.

Report on other legal and regulatory requirements

14. In accordance with the PAA and the General Notice issued in terms thereof, I report the following findings relevant to performance against predetermined objectives, compliance with laws and regulations and internal control, but not for the purpose of expressing an opinion.

Predetermined objectives

15. I performed procedures to obtain evidence about the usefulness and reliability of the information in the Department's annual performance report as set out on pages 36 to 80 of the annual report.
16. The reported performance against predetermined objectives was evaluated against the overall criteria of usefulness and reliability. The usefulness of information in the annual performance report relates to whether it is presented in accordance with the National Treasury's annual reporting principles and whether the reported performance is consistent with the planned objectives. The usefulness of information further relates to whether indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by National Treasury's Framework for managing programmes performance information.(FMPPI) The reliability of the information in respect of the selected programmes is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete). The material findings are as follows: concerning the usefulness and reliability of the information.

Usefulness of annual performance report

Presentation

Reasons for variances not supported by sufficient appropriate evidence

17. The National Treasury Guide for the preparation of the annual report requires that explanations for variances between the planned and reported (actual) targets should be provided in all instances and should also be supported by adequate and reliable corroborating evidence. Adequate and reliable corroborating evidence could not be provided for 43% of major variances as disclosed in the annual performance report. The reasons for the variances between the planned and the reported achievements were not reported in the Annual Performance Report that made it impossible for the auditors to make a link between the supporting documentation and the reasons for the variances.

Consequently, I did not obtain sufficient appropriate audit evidence to satisfy myself as to the reliability of the reasons for major variances.

Measurability

Performance targets not specific

18. The National Treasury Framework for managing programme performance information (FMPPI) requires that performance targets be specific in clearly identifying the nature and required level of performance. A total of 31% of the targets and significantly important targets in relation to the requirements of the law (Correctional Services Act no. 111 of 1998), were not specific in clearly identifying the nature and the required level of performance.

This was due to the fact that management was not fully aware of the requirements of the FMPPI.

Performance targets not measurable

19. The National Treasury Framework for managing programme performance information (FMPPI) requires that performance targets be measurable. The required performance could not be measured for a total of 33% of the targets and significantly important targets in relation to the requirements of the law (Correctional Services Act no. 111 of 1998).

This was due to the fact that management was not fully aware of the requirements of the FMPPI.

Performance Indicators/measures not well defined

20. The National Treasury Framework for managing programme performance information (FMPPI) requires that indicators/measures should have clear unambiguous data definitions so that data is collected consistently and is easy to understand and use. A total of 93% of the indicators and significantly important indicators in relation to the requirements of the law (Correctional Services Act no 111 of 1998), were not well defined in that clear, unambiguous data definitions were not available to allow for data to be collected consistently.

This was due to the fact that management was not fully aware of the requirements of the FMPPI.

Reliability of information

Reported performance not reliable

21. The National Treasury Framework for managing programme performance information (FMPPI) requires that institutions should have appropriate systems to collect, collate, verify and store performance information to ensure valid, accurate and complete reporting of actual achievements against planned objectives, indicators and targets.

22. The information presented with respect to the Incarceration programme was not reliable when compared to the source information and evidence provided.
This was due to the lack of adequate monitoring of the completeness of source documentation in support of actual achievements and frequent review of validity of reported achievements against source documentation.

23. I was unable to obtain the information and explanations I considered necessary to satisfy myself as to the reliability of information presented with respect to the Rehabilitation programme.

This was due to limitations placed on the scope of my work due to the fact that the institution could not provide sufficient appropriate evidence in support of the information presented with respect to the Rehabilitation and the institution's records not permitting the application of alternative audit procedures.

Compliance with laws and regulations

24. I performed procedures to obtain evidence that the entity has complied with applicable laws and regulations regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key applicable laws and regulations as set out in the General Notice issued in terms of the PAA are as follows:

Strategic planning

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

Annual financial statements, performance and annual report

26. The financial statements submitted for auditing were not prepared in all respects in accordance with the prescribed financial reporting framework and supported by full and proper records as required by section 40(1)(a) and (b) of the PFMA. Material misstatements on accruals, commitments, contingent liabilities, irregular expenditure, fruitless and wasteful expenditure, pre-payments, capital assets, revenue and receivables and leases identified by the auditors in the submitted financial statements were subsequently corrected, but the uncorrected material misstatement resulted in the financial statements receiving a qualified audit opinion.

Assets management

27. Adequate control systems to manage, safeguard and maintain assets were not implemented, as required by section 38(1)(d) of the Public Finance Management Act and Treasury Regulation 10.1.1(a).

Compensation of Employees

28. A written policy on overtime was not in place as required by Public Service Regulation 1/V/D2 (b).

29. An approved performance and career management policy was not in place for employees other than senior managers as required by Public Service Regulation I/III/B1.

30. Some funded vacant posts were not filled within 12 months as required by Public Service Regulation 1/VII/C.1A.2.

31. Some persons in charge at pay points did not always certify that the employees receiving payment were entitled thereto as required by TR 8.3.4.

Procurement and Contract Management

32. Some persons in service of the Department who had a private or business interest in contracts awarded by the Department failed to disclose such interest, as required by Treasury Regulation 16A8.4.

33. Some persons in service of the Department whose close family members had private or business interest in contracts awarded by the Department participated in the procurement process relating to that contract in contravention of Treasury Regulation 16A8.4.

34. Goods and services with a transaction value below R500 000 were sometimes procured without obtaining the required price quotations, as required by Treasury Regulation 16A6.1.

35. Some contracts were not extended before three months of the expiry of the contract as stipulated in the Departmental Contract Management Procedure Manual.

36. Some employees of the department performed remunerative work outside their employment in the department without written permission from the relevant authority as required by section 30 of the Public Service Act.

37. Some awards were made to suppliers that are listed on the National Treasury's database as persons prohibited from doing business with the public sector in contravention of Treasury Regulations 16A9.1(c).

Revenue and Receivables

38. The accounting officer did not always take effective and appropriate steps to collect all monies due to the Department, as required by section 38(1)(c)(i) of the Public Finance Management Act and Treasury Regulations 11.2.1, 15.10.1.2(a) and 15.10.1.2(e).

Expenditure Management

39. The accounting officer did not always take effective steps to prevent irregular / fruitless and wasteful expenditure, as required by section 38(1)(c)(ii) of the Public Finance Management Act and Treasury Regulation 9.1.1.

Internal control

40. I considered internal control relevant to my audit of the financial statements, performance report and compliance with laws and regulations. The matters reported below under the fundamentals of internal control 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

41. The Department has formal code of ethics which clearly communicates ethical values to all staff members but, taking into consideration the number of fraud and corruption cases taking place in the Department, compliance with this code is still a challenge.

42. The appropriate level of management did not regularly review reporting in terms of best practice and as required by the PFMA especially reports emanating from regions. Inaccurate reports were forwarded to Head Office pertaining to both financial information and to predetermined objectives.

43. The Department had key positions that were vacant for significant periods of time. These key positions were occupied by employees in acting capacity.

44. The Department had implemented policies and procedures to enable and support understanding and execution of internal control objectives, processes, and responsibilities and these had been documented and communicated to staff members but compliance with these policies and procedures was still inadequate.

45. The Department had designed the action plan to address internal control deficiencies identified by external auditors but during the time of the audit this plan had not been fully implemented.

46. A nation-wide IT governance framework had been approved in December 2012 by the Minister of Public Service and Administration. During the period under review the same had not yet been fully implemented by the department to support and enable the business to deliver value and improve performance.

Financial and performance management

47. The Department had taken measures to improve its record keeping, however information was not always readily available on request, especially information relating to predetermined objectives.

48. The Department did not always implement controls over daily and monthly processing and reconciling of transactions.

49. The Department did not always prepare regular, accurate and complete financial and performance reports that were supported and evidenced by reliable information. Management intervention is required to design and implement appropriate controls, especially on the reporting of predetermined objectives.

50. The Department was aware of the laws and regulations that it had to comply with. Monitoring of compliance with these laws and regulations was however, still inadequate.

Governance

51. Risk assessment was conducted by the Department. However, strategies to address risks identified were not always effective, since there was still a high number of recurring misstatements, and persistent control weaknesses in the financial reporting process.

52. The Department had an internal audit function that assisted management in maintaining efficient and effective systems of internal controls by evaluating these controls to determine their effectiveness and efficiency, and by developing recommendations for enhancement or improvement. However, no evidence could be obtained that the appropriate level of management assessed the effectiveness of the internal audit function on a regular/periodic basis.

Other reports

Investigations

53. According to the Departmental Investigation Unit (DIU), investigations on various cases that relate mainly to fraud and theft, financial misconduct or supply chain management were still ongoing at the reporting date.
54. Some cases that related to Supply Chain Management and Subsistence and Travel were completed during the year under review.

Performance audits

55. A performance audit on the usage of consultants for the delivery of services to the department was tabled in parliament during the year under review. This report covered the period April 2008 to March 2011.

Auditor - General

Pretoria
30 August 2013



4. Annual Financial Statements

Department of Correctional Services Vote 21 Accounting Policies For the year ended 31 March 2013

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. Under this basis, the effects of transactions and other events are recognised in the financial records when the resulting cash is received or paid. The "modification" results from the recognition of certain near-cash balances in the financial statements as well as the revaluation of foreign investments and loans and the recognition of resulting revaluation gains and losses.

In addition supplementary information is provided in the disclosure notes to the financial statements where it is deemed to be useful to the users of the financial statements.

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.

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/Provincial Revenue Fund, unless stated otherwise.

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

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

2.3. Direct Exchequer receipts

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.

All CARA funds received must be recorded as revenue when funds are received. The cash payments made during the year relating to CARA earmarked 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)

Inappropriately expensed amounts using CARA funds are recognised as payables in the statement of financial position. Any unutilised amounts are transferred to retained funds as they are not surrendered to the revenue fund.

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 during the year 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.

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.

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 stipulated in the Act.

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 potentially 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 determined 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.

4.8.3. Intangible assets

Initial recognition

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

All intangible assets acquired prior to 1 April 2002 can be included in the asset register at R1.*

Subsequent expenditure

Subsequent expenditure of a capital nature is recorded in the statement of financial performance as "expenditure for capital asset" and is capitalised in the asset register of the department.

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 probable 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 pay-

ments are recognised as a capital expense in the statement of financial performance and are not apportioned between the capital and the interest portions. The total finance lease payment 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

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.

5.9. Provisions

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. These receivables are written off when identified as irrecoverable and are disclosed separately.

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 National/ Provincial Revenue Fund when the underlying 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/Provincial 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 21
 Appropriation Statement
 for the year ended 31 March 2013

Appropriation per Programme							2011/12		
2012/13			2012/13			2011/12			
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	4,653,742	-	116,929	4,770,671	4,655,952	114,719	97.6%	4,905,229	
Current payments	4,442,033	-	145,733	4,587,766	4,587,766	-	100.0%	4,838,091	
Transfers and subsidies	13,865	-	7,139	21,004	19,331	1,673	92.0%	22,317	
Payments for capital assets	197,844	-	(39,711)	158,133	45,087	113,046	28.5%	42,747	
Payment for financial assets	-	-	3,768	3,768	3,768	-	100.0%	2,074	
2. INCARCERATION	9,462,397	-	35,934	9,498,331	9,478,466	19,865	99.8%	8,858,204	
Current payments	8,582,724	-	(15,882)	8,566,842	8,546,977	19,865	99.8%	7,695,967	
Transfers and subsidies	60,490	-	(9,135)	51,355	51,355	-	100.0%	43,070	
Payments for capital assets	819,183	-	60,016	879,199	879,199	-	100.0%	1,119,048	
Payment for financial assets	-	-	935	935	935	-	100.0%	1,119	
3. REHABILITATION	966,813	-	692	967,505	841,626	125,879	87.0%	808,153	
Current payments	948,837	-	(4,196)	944,641	818,762	125,879	86.7%	786,638	
Transfers and subsidies	47	-	2,701	2,748	2,748	-	100.0%	1,397	
Payments for capital assets	17,929	-	2,083	20,012	20,012	-	100.0%	19,806	
Payment for financial assets	-	-	104	104	104	-	100.0%	312	
4. CARE	1,871,871	-	(147,381)	1,724,490	1,668,873	55,617	96.8%	1,482,991	
Current payments	1,866,150	-	(147,874)	1,718,276	1,662,659	55,617	96.8%	1,476,971	
Transfers and subsidies	305	-	1,316	1,621	1,621	-	100.0%	2,172	
Payments for capital assets	5,416	-	(833)	4,583	4,583	-	100.0%	3,818	
Payment for financial assets	-	-	10	10	10	-	100.0%	30	
5. SOCIAL REINTEGRATION	745,460	-	(6,174)	739,286	668,637	70,649	90.4%	632,348	
Current payments	743,722	-	(9,750)	733,972	663,323	70,649	90.4%	628,256	
Transfers and subsidies	157	-	3,895	4,052	4,052	-	100.0%	3,499	
Payments for capital assets	1,581	-	(414)	1,167	1,167	-	100.0%	522	
Payment for financial assets	-	-	95	95	95	-	100.0%	71	
Subtotal	17,700,283	-	-	17,700,283	17,313,554	386,729	97.8%	16,686,925	
Total	17,700,283	-	-	17,700,283	17,313,554	386,729	97.8%	16,686,925	
Reconciliation with Statement of Financial Performance									
Add: Departmental receipts				127,015				146,882	
Aid assistance				23,013				-	
Actual amounts per Statement of Financial Performance (Total Revenue)				17,850,311				16,833,807	
Add: Aid assistance				-				213	
Prior year unauthorised expenditure approved without funding				-				483,821	
Actual amounts per Statement of Financial Performance Expenditure				17,313,554				16,277,014	

Department of Correctional Services - Vote 21
 Appropriation Statement
 for the year ended 31 March 2013

Appropriation per Economic classification							2011/12	
Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
							R'000	R'000
Current payments	16,583,466	-	16,551,498	16,279,488	272,010	98.4%	15,425,923	14,892,577
Compensation of employees	11,550,343	-	(4,883)	11,545,460	11,337,771	98.2%	10,861,320	10,367,974
Goods and services	5,033,123	-	(27,085)	5,006,038	4,941,717	98.7%	4,564,603	4,524,603
Interest and rent on land	-	-	-	-	-	-	-	-
Transfers & subsidies	74,864	-	5,916	80,780	79,107	97.9%	72,457	72,457
Provinces & municipalities	5,914	-	1	5,915	4,242	71.7%	4,323	4,323
Departmental agencies & accounts	5,720	-	1,032	6,752	6,752	-	6,188	6,188
Public corporations & private enterprises	-	-	-	-	-	-	-	-
Households	63,230	-	4,883	68,113	68,113	-	100,0%	100,0%
Payment for capital assets	1,041,953	-	21,140	1,063,093	950,047	113,046	89.4%	1,184,939
Buildings & other fixed structures	811,352	-	61,244	872,596	872,596	-	100.0%	1,104,240
230,568	-	(41,921)	188,647	75,601	113,046	40.1%	79,535	753,641
33	-	1,817	1,850	1,850	-	100.0%	1,164	69,535
Biological assets	-	-	-	-	-	-	-	1,164
Software & other intangible assets	-	-	-	-	-	-	-	-
Land & subsoil assets	-	-	-	-	-	-	-	-
Payment for financial assets	-	-	4,912	4,912	-	-	100.0%	3,606
Total	17,700,283	-	-	17,700,283	17,313,554	386,729	97.8%	16,686,925
								15,792,980

Department of Correctional Services - Vote 21
 Appropriation Statement
 for the year ended 31 March 2013

Detail per programme 1 - ADMINISTRATION							2011/12	
Details per Sub-Programme			2012/13		2011/12			
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 MINISTRY	25,689	-	12,855	38,544	38,544	-	100.00%	34,515
Current payments	25,255	-	12,274	37,529	37,529	-	100.00%	34,347
Transfers and subsidies	334	-	(331)	3	3	-	100.00%	4
Payments for capital assets	100	-	912	1,012	1,012	-	100.00%	164
Payment of financial assets	-	-	-	-	-	-	-	-
1.2 MANAGEMENT	1,066,800	-	(185,791)	881,009	767,963	113,046	87.17%	811,328
Current payments	886,790	-	(145,082)	741,708	741,708	-	100.00%	792,234
Transfers and subsidies	588	-	3,432	4,020	4,020	-	100.00%	4,283
Payments for capital assets	179,422	-	(44,303)	135,119	22,073	113,046	16.3%	14,593
Payment of financial assets	-	-	162	162	162	-	100.00%	218
1.3 CORPORATE SERVICES	1,251,905	-	(5,927)	1,245,978	1,245,978	-	100.00%	1,649,419
Current payments	1,243,211	-	(11,244)	1,231,967	1,231,967	-	100.00%	1,630,648
Transfers and subsidies	7,451	-	2,722	10,173	10,173	-	100.00%	12,093
Payments for capital assets	1,243	-	1,661	2,904	2,904	-	100.00%	6,584
Payment of financial assets	-	-	934	934	934	-	100.00%	94
1.4 FINANCE	672,377	-	257,932	930,309	928,636	1,673	99.82%	867,952
Current payments	650,375	-	251,576	901,951	901,951	-	100.00%	839,205
Transfers and subsidies	5,140	-	1,648	6,788	5,115	1,673	75.4%	5,579
Payments for capital assets	16,862	-	2,043	18,905	18,905	-	100.00%	21,406
Payment of financial assets	-	-	2,665	2,665	2,665	-	100.00%	1,762
1.5 INTERNAL AUDIT	59,801	-	(9,665)	50,136	50,136	-	100.00%	56,728
Current payments	59,232	-	(9,316)	49,916	49,916	-	100.00%	56,370
Transfers and subsidies	352	-	(332)	20	20	-	100.00%	358
Payments for capital assets	217	-	(24)	193	193	-	100.00%	-
Payment of financial assets	-	-	7	7	7	-	-	-
1.6 OFFICE ACCOMMODATION	1,573,941	-	50,331	1,624,272	1,624,272	-	100.00%	1,463,526
Current payments	1,573,941	-	50,331	1,624,272	1,624,272	-	100.00%	1,463,526
Transfers and subsidies	-	-	-	-	-	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	-
Payment of financial assets	-	-	-	-	-	-	-	-

Department of Correctional Services - Vote 21
 Appropriation Statement
 for the year ended 31 March 2013

Detail per programme 1 - ADMINISTRATION							2011/12			
			2012/13							
Details per Sub-Programme		Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
1.7 STAFF ACCOMMODATION		3,229	-	(2,806)	423	423	-	100.00%	21,761	21,761
Current payments		3,229	-	(2,806)	423	423	-	100.00%	21,761	21,761
Transfers and subsidies		-	-	-	-	-	-	-	-	-
Payments for capital assets		-	-	-	-	-	-	-	-	-
Payment of financial assets		-	-	-	-	-	-	-	-	-
Total		4,653,742	-	116,929	4,770,671	4,655,952	114,719	97.6%	4,905,229	4,411,883

Department of Correctional Services - Vote 21
 Appropriation Statement
 for the year ended 31 March 2013

Programme 1 Per Economic classification	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	2011/12	
								R'000	R'000
Current payments	4,442,033	-	145,734	4,587,767	4,587,767	-	100.00%	4,838,090	4,344,744
Compensation of employees	2,191,066	-	(105,047)	2,086,019	2,086,019	-	100.0%	2,453,666	1,960,320
Goods and services	2,250,967	-	250,781	2,501,748	2,501,748	-	100.0%	2,384,424	2,384,424
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers & subsidies	13,865	-	7,139	21,004	19,331	1,673	92.03%	22,318	22,318
Provinces & municipalities	5,914	-	1	5,915	4,242	1,673	71.7%	4,323	4,323
Departmental agencies & accounts	5,720	-	1,032	6,752	6,752	-	100.0%	6,188	6,188
Universities & technikons	-	-	-	-	-	-	-	-	-
Foreign governments & international organisations	-	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	2,231	-	6,106	8,337	8,337	-	100.0%	11,807	11,807
Gifts and donations	-	-	-	-	-	-	-	-	-
Payments for capital assets	197,844	-	(39,712)	158,132	45,086	113,046	28.51%	42,747	42,747
Buildings & other fixed structures	-	-	-	-	-	-	-	-	-
Machinery & equipment	197,844	-	(39,842)	158,002	44,956	113,046	28.5%	42,623	42,623
Biological assets	-	-	130	130	130	-	100.0%	124	124
Software & other intangible assets	-	-	-	-	-	-	-	-	-
Land & subsoil assets	-	-	-	-	-	-	-	-	-
Payment for financial assets	-	3,768	3,768	3,768	3,768	-	100.0%	2,074	2,074
Total	4,653,742	-	116,929	4,770,671	4,655,952	114,719	97.6%	4,905,229	4,411,883

Department of Correctional Services - Vote 21
 Appropriation Statement
 for the year ended 31 March 2013

Details per Sub-programme	Detail per programme 2 - INCARCERATION						Final Appropriation	Expenditure as % of final appropriation	Actual Expenditure	R'000	2011/12					
	2012/13		2012/13		Virement	Final Appropriation										
	Adjusted Appropriation	Shifting of Funds	R'000	R'000												
	R'000	R'000	R'000	R'000												
2.1 SECURITY OPERATIONS	5,550,976	-	195,257	5,746,233				100.0%	4,726,104	4,744,832						
Current payments	5,503,295	-	205,692	5,708,987				100.0%	4,690,836	4,719,271						
Transfers and subsidies	41,634	-	(9,952)	31,682				100.0%	22,434	22,678						
Payments for capital assets	6,047	-	(1,313)	4,734				100.0%	11,848	1,897						
Payment for financial assets	-	-	830	830				100.0%	986	986						
2.2 FACILITIES	1,862,342	-	1,435	1,863,777	1,863,777			100.0%	1,957,018	1,606,419						
Current payments	1,048,620	-	(59,270)	989,350	989,350			100.0%	850,296	850,296						
Transfers and subsidies	2,014	-	(943)	1,071	1,071			100.0%	719	719						
Payments for capital assets	811,708	-	61,555	873,263	873,263			100.0%	1,105,879	755,280						
Payment for financial assets	-	-	93	93	93			100.0%	124	124						
2.3 REMAND DETENTION	617,830	-	(350,366)	267,464	247,599	19,865		92.6%	628,695	599,967						
Current payments	617,556	-	(350,386)	267,170	247,305	19,865		92.6%	628,402	599,967						
Transfers and subsidies	-	-	107	107	107	-		100.0%	244	-						
Payments for capital assets	274	-	(87)	187	187	-		100.0%	49	-						
Payment for financial assets	-	-	-	-	-	-		0.0%	-	-						
2.4 OFFENDER MANAGEMENT	1,431,249	-	189,608	1,620,857	1,620,857			100.0%	1,546,387	1,506,387						
Current payments	1,413,253	-	188,082	1,601,335	1,601,335			100.0%	1,526,433	1,486,433						
Transfers and subsidies	16,842	-	1,653	18,495	18,495			100.0%	19,673	19,673						
Payments for capital assets	1,154	-	(139)	1,015	1,015			100.0%	272	272						
Payment for financial assets	-	-	12	12	12	-		100.0%	9	9						
Total	9,462,397	-	35,934	9,498,331	9,478,466	19,865	99.8%	8,858,204	8,457,605							

Department of Correctional Services - Vote 21
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 for the year ended 31 March 2013

Programme 2 Per Economic classification	2012/13					2011/12	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation
							R'000
Current payments	8,582,724			8,566,842	8,546,977	19,865	99.8%
Compensation of employees	7,378,665	-	148,018 (163,900)	7,526,683	7,526,683	-	100.0% 98.1%
Goods and services	1,204,059	-	1,040,159	1,020,294	1,020,294	-	6,709,559 986,410
Interest and rent on land	-	-	-	-	-	-	-
Transfers & subsidies	60,490			(9,135)	51,355	51,355	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	-	-	-	-	-	-	-
Households	60,490	-	(9,135)	51,355	51,355	-	100.0% 0.0%
Gifts and donations	-	-	-	-	-	-	43,070 43,070
Payments for capital assets	819,183			60,016	879,199	879,199	100.0%
Buildings & other fixed structures	811,352	-	61,244 (2,028)	872,596 5,803	872,596 5,803	-	100.0% 100.0% 100.0%
Machinery & equipment	7,831	-	800	800	800	-	13,416 390
Software & other intangible assets	-	-	-	-	-	-	-
Land & subsoil assets	-	-	-	-	-	-	-
Payment for financial assets	-			935	935	-	100.0%
Total	9,462,397			35,934	9,498,331	9,478,466	99.8%
							1,119
							1,119
							8,858,204
							8,457,605

Department of Correctional Services - Vote 21
 Appropriation Statement
 for the year ended 31 March 2013

Detail per programme 3 - REHABILITATION						
Details per Sub-Programme	2012/13			2011/12		
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000
3.1 Correctional Programmes	54,650	-	(27,317)	27,333	-	100.0%
Current payments	54,551	-	(27,533)	27,018	-	100.0%
Transfers and subsidies	-	-	185	185	-	100.0%
Payments for capital assets	99	-	31	130	-	100.0%
Payment for financial assets	-	-	-	-	-	0.0%
3.2 Offender Development	584,950	-	97,110	682,060	556,181	81.5%
Current payments	567,428	-	93,295	660,723	534,844	125,879
Transfers and subsidies	47	-	1,559	1,606	1,606	-
Payments for capital assets	17,475	-	2,152	19,627	19,627	-
Payment for financial assets	-	-	104	104	104	-
3.3 Physical, Social And Spiritual Services	327,213	-	(69,101)	258,112	258,112	100.0%
Current payments	326,858	-	(69,958)	256,900	256,900	-
Transfers and subsidies	-	-	957	957	957	-
Payments for capital assets	355	-	(100)	255	255	-
Payment for financial assets	-	-	-	-	-	-
Total	966,813	-	692	967,505	841,626	125,879
						87.0%
						808,153
						808,153

Department of Correctional Services - Vote 21
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 for the year ended 31 March 2013

Programme 3 Per Economic classification	2012/13					2011/12		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation
								R'000
Current payments	948,837	-	944,641	818,762	125,879	86.7%	786,638	786,638
Compensation of employees	733,640	-	(25,411)	708,229	582,350	82.2%	583,419	583,419
Goods and services	215,197	-	21,215	236,412	236,412	100.0%	203,219	203,219
Interest and rent on land	-	-	-	-	-	0.0%	-	-
Transfers & subsidies	47	-	2,701	2,748	2,748	-	100.0%	1,397
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	47	-	2,701	2,748	2,748	-	100.0%	1,397
Gifts and donations	-	-	-	-	-	0.0%	-	-
Payments for capital assets	17,929	-	2,083	20,012	20,012	-	100.0%	19,806
Buildings & other fixed structures	-	-	-	-	-	0.0%	-	-
Machinery & equipment	17,896	-	1,196	19,092	19,092	-	100.0%	19,156
Biological assets	33	-	887	920	920	-	100.0%	650
Software & other intangible assets	-	-	-	-	-	0.0%	-	-
Land & subsoil assets	-	-	-	-	-	0.0%	-	-
Payment for financial assets	-	-	104	104	104	-	100.0%	312
Total	966,813	-	692	967,505	841,626	125,879	87.0%	808,153
								808,153

Department of Correctional Services - Vote 21
 Appropriation Statement
 for the year ended 31 March 2013

Details per Sub-Programme	Detail per programme 4 - CARE						2011/12		
	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
4.1 NUTRITIONAL SERVICES	1,100,985	-	(55,829)	1,045,156	1,004,001	41,155	96.1%	829,848	829,848
Current payments	1,097,242	-	(55,340)	1,041,902	1,000,747	41,155	96.1%	826,146	826,146
Transfers and subsidies	174	-	475	649	649	-	100.0%	942	942
Payments for capital assets	3,569	-	(973)	2,596	2,596	-	100.0%	2,752	2,752
Payment for financial assets	-	-	9	9	9	-	100.0%	8	8
4.2 HEALTH SERVICES	638,319	-	(39,546)	598,773	584,311	14,462	97.6%	537,685	537,685
Current payments	636,453	-	(40,428)	596,025	584,563	14,462	0.0%	535,771	535,771
Transfers and subsidies	131	-	841	972	972	-	0.0%	1,100	1,100
Payments for capital assets	1,735	-	40	1,775	1,775	-	0.0%	792	792
Payment for financial assets	-	-	1	1	1	-	0.0%	22	22
4.3 HYGIENIC SERVICES	132,567	-	(52,006)	80,561	80,561	-	100.0%	115,458	115,458
Current payments	132,455	-	(52,106)	80,349	80,349	-	0.0%	115,054	115,054
Transfers and subsidies	-	-	-	-	-	-	0.0%	130	130
Payments for capital assets	112	-	100	212	212	-	0.0%	274	274
Payment for financial assets	-	-	-	-	-	-	0.0%	-	-
Total	1,871,871	-	(147,381)	1,724,490	1,668,873	55,617	96.8%	1,482,991	1,482,991

Department of Correctional Services - Vote 21
 Appropriation Statement
 for the year ended 31 March 2013

Programme 4 Per Economic classification	2012/13					2011/12		
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation
								R'000
Current payments	1,866,150	-	(147,874)	1,718,276	1,662,659	55,617	96.8%	1,476,971
Compensation of employees	579,339	-	(3,301)	576,038	564,877	11,161	98.1%	532,190
Goods and services	1,286,811	-	(144,573)	1,142,238	1,097,782	44,456	96.1%	944,781
Interest and rent on land	-	-	-	-	-	-	-	-
Transfers & subsidies	305	-	1,316	1,621	1,621	-	100.0%	2,172
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	305	-	1,316	1,621	1,621	-	100.0%	2,172
Gifts and donations	-	-	-	-	-	-	0.0%	2,172
Payments for capital assets	5,416	-	(833)	4,583	4,583	-	100.0%	3,818
Buildings & other fixed structures	-	-	(833)	4,583	4,583	-	0.0%	-
Machinery & equipment	5,416	-	-	-	-	-	100.0%	3,818
Biological assets	-	-	-	-	-	-	0.0%	-
Software & other intangible assets	-	-	-	-	-	-	0.0%	-
Land & subsoil assets	-	-	-	-	-	-	0.0%	-
Payment for financial assets	-	-	10	10	10	-	100.0%	30
Total	1,871,871	-	(147,381)	1,724,490	1,668,873	55,617	96.8%	1,482,991
							30	30

Department of Correctional Services - Vote 21
 Appropriation Statement
 for the year ended 31 March 2013

Detail per programme 5 - SOCIAL REINTEGRATION								2011/12	
Details per Sub-Programme		2012/13		2011/12		Expenditure as % of final appropriation		Final Appropriation	Actual Expenditure
Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance		R'000	R'000	R'000
R'000	R'000	R'000	R'000	R'000	R'000		R'000	R'000	R'000
5.1 Parole Administration	106,398	-	(14,177)	92,221	62,980	29,241	68.3%	64,949	64,949
Current payments	106,177	-	(14,259)	91,918	62,677	29,241	68.2%	64,382	64,382
Transfers and subsidies	-	-	250	250	250	-	100.0%	478	478
Payments for capital assets	221	-	(168)	53	53	-	100.0%	89	89
Payment for financial assets	-	-	-	-	-	-	0.0%	-	-
5.2 Supervision	586,292	-	7,632	593,924	552,516	41,408	93.0%	546,078	546,078
Current payments	584,907	-	4,165	589,072	547,664	41,408	93.0%	542,603	542,603
Transfers and subsidies	157	-	3,527	3,684	3,684	-	100.0%	3,021	3,021
Payments for capital assets	1,228	-	(155)	1,073	1,073	-	100.0%	383	383
Payment for financial assets	-	-	95	95	95	-	100.0%	71	71
5.3 Community Reintegration	24,962	-	8,575	33,537	33,537	-	100.0%	21,321	21,321
Current payments	24,830	-	8,548	33,378	33,378	-	100.0%	21,271	21,271
Transfers and subsidies	-	-	118	118	118	-	100.0%	-	-
Payments for capital assets	132	-	(91)	41	41	-	100.0%	50	50
Payment for financial assets	-	-	-	-	-	-	0.0%	-	-
5.4 Office Accommodation: Comm Corr	27,808	-	(8,204)	19,604	19,604	-	100.0%	-	-
Current payments	27,808	-	(8,204)	19,604	19,604	-	100.0%	-	-
Transfers and subsidies	-	-	-	-	-	-	0.0%	-	-
Payments for capital assets	-	-	-	-	-	-	0.0%	-	-
Payment for financial assets	-	-	-	-	-	-	0.0%	-	-
Total	745,460	-	(6,174)	739,286	668,637	70,649	90.4%	632,348	632,348

Department of Correctional Services - Vote 21
 Appropriation Statement
 for the year ended 31 March 2013

Programme 5 Per Economic classification	2012/13					2011/12	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation
							R'000
Current payments	743,722	-	(9,750)	733,972	663,323	70,649	90.4%
Compensation of employees	667,633	-	(19,142)	648,491	577,842	70,649	89.1%
Goods and services	76,089	-	9,392	85,481	85,481	-	100.0%
Interest and rent on land	-	-	-	-	-	-	0.0%
Transfers & subsidies	157	-	3,895	4,052	4,052	-	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	157	-	3,895	4,052	4,052	-	100.0%
Gifts and donations	-	-	-	-	-	-	0.0%
Payments for capital assets	1,581	-	(414)	1,167	1,167	-	100.0%
Buildings & other fixed structures	-	-	-	-	-	-	0.0%
Machinery & equipment	1,581	-	(414)	1,167	1,167	-	100.0%
Biological assets	-	-	-	-	-	-	0.0%
Software & other intangible assets	-	-	-	-	-	-	0.0%
Land & subsoil assets	-	-	-	-	-	-	0.0%
Payment for financial assets	-	-	95	95	95	-	100.0%
Total	745,460	-	(6,174)	739,286	668,637	70,649	90.4%
						71	71
							632,348
							632,348

Department of Correctional Services - Vote 21
Notes to the Appropriation Statement
for the year ended 31 March 2013

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

Detail of these transactions can be viewed in note 8 on Transfers and subsidies, disclosure notes 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 payments for financial assets

Detail of these transactions per programme can be viewed in the note to Payments for financial assets to the Annual Financial Statements.

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

4.1 Per programme:

	Final Appropriation	Actual Expenditure	Variance	Expenditure as a % of Final Appropriation
	R'000	R'000	R'000	%
ADMINISTRATION	4,770,671	4,655,952	114,719	97.6%

Explanation of variance: The net underspending was due to delays in the procurement for the establishment of cabling and local area network (LAN) equipment for 36 months contract which was not approved by SITA recommendation committee with no reasons provided. A request was made by the department to SITA in April 2012 and feedback was only received in November 2012. The other reason was due to delays in the filling of funded vacant posts under Compensation of Employees.

REHABILITATION	967,505	841,626	125,879	87.0%
Explanation of variance: The net underspending was due to delays in filling of funded vacant posts under Compensation of Employees.				

CARE	1,724,490	1,668,873	55,617	96.8%
Explanation of variance: The net underspending was due to delays in filling of funded vacant posts under Compensation of Employees. The underspending under goods and services was mainly due to the budget allocated under Nutritritional services as the department anticipated that the Nutritional contract will not be renewed.				

SOCIAL RE-INTEGRATION	739,286	668,637	70,649	90.4%
Explanation of variance: The net underspending was due to delays in filling of funded vacant posts under Compensation of Employees.				

Department of Correctional Services - Vote 21
Notes to the Appropriation Statements
for the year ended 31 March 2013

4.2. Per economic classification:

	Final Appropriation	Actual Expenditure	Variance	Expenditure as a % of Final Approp.
	R'000	R'000	R'000	%
Current expenditure	16,551,498	16,279,488	272,010	
Compensation of employees	11,545,460	11,337,771	207,689	98.2%
Goods and services	5,006,038	4,941,717	64,321	98.8%
Interest and rent on land	-	-	-	-
Transfers and subsidies	80,780	79,107	1,673	97.9%
Provinces and municipalities	5,915	4,242	1,673	71.7%
Departmental agencies and accounts	6,752	6,752	0	100.0%
Households	68,113	68,113	0	100.0%
Payments for capital assets	1,063,093	950,047	113,046	89.4%
Buildings and other fixed structures	872,596	872,596	0	100.0%
Machinery and equipment	188,647	75,601	113,046	40.4%
Biological assets	1,850	1,850	0	100.0%
Payments for financial assets	4,912	4,912	0	100.0%
Total	17,700,283	17,313,554	386,729	97.8%

Explanation of variance

Compensation of employees

The net underspending was due to delays in filling of funded vacant posts.

Goods and services

The underspending was mainly due to the budget allocated under Nutritional Services as the department anticipated that the Nutritional contract will not be renewed.

Provinces and municipalities

The net underspending was due to savings under this item for the payment of vehicles renewal licences.

Machinery and equipment

The net underspending was due to delays in the procurement for the cabling and local area network (LAN) equipment for 36 months contract which was not approved by SITA recommendation committee with no reasons provided. A request was made by the department to SITA in April 2012 and feedback was only received in November 2012.

Changes in the 2011/12 comparative figures

Effective from 1 April 2012 the department implemented a five (5) new budget programme structure versus the old seven (7) budget programme structure. In this regard the 2011/12 comparative figures have been restated.

Department of Correctional Services - Vote 21
Statement of Financial Performance
for the year ended 31 March 2013

	<i>Note</i>	2012/13	2011/12
		R'000	R'000
REVENUE			
Annual appropriation	1	17,700,283	16,686,925
Departmental revenue received	2	127,015	146,882
Aid assistance	3	23,013	-
TOTAL REVENUE		17,850,311	16,833,807
EXPENDITURE			
Current expenditure			
Compensation of employees	4	11,337,771	10,367,974
Goods and services	5	4,941,717	4,524,603
Aid assistance	4	-	213
Unauthorised expenditure approved without funding	9	-	483,821
Total current expenditure		16,279,488	15,376,611
Transfers and subsidies			
Transfers and subsidies	7	79,107	72,457
Total Transfers and subsidies		79,107	72,457
Expenditure for capital assets			
Tangible capital assets	8	950,047	824,340
Software and other intangible assets	8	-	-
Total expenditure for capital assets		950,047	824,340
Payment for financial assets	6	4,912	3,606
TOTAL EXPENDITURE		17,313,554	16,277,014
SURPLUS/(DEFICIT) FOR THE YEAR		536,757	556,793
Reconciliation of Net Surplus/(Deficit) for the year			
Voted Funds		386,729	410,124
Annual appropriation		386,729	410,124
Departmental revenue	2	127,015	146,882
Aid assistance	3	23,013	(213)
SURPLUS/DEFICIT FOR THE YEAR		536,757	556,793

Department of Correctional Services - Vote 21
Statement of Financial Position
as at 31 March 2013

	<i>Note</i>	2012/13 R'000	2011/12 R'000
ASSETS			
Current assets		442,081	443,681
Unauthorised expenditure	9	-	-
Cash and cash equivalents	10	255,332	264,071
Prepayments and advances	11	90,209	77,123
Receivables	12	96,540	102,274
Aid Assistance receivable	3	-	213
TOTAL ASSETS		442,081	443,681
LIABILITIES			
Current liabilities		396,386	419,356
Voted funds to be surrendered to the Revenue Fund	13	386,729	410,124
Departmental revenue to be surrendered to the Revenue Fund	14	3,520	4,433
Payables	15	6,137	4,799
Aid assistance repayable	3	-	-
TOTAL LIABILITIES		396,386	419,356
NET ASSETS		45,695	24,325
Represented by:			
Recoverable revenue		22,895	24,325
Retained Funds		22,800	-
TOTAL		45,695	24,325
Statement of Changes in Net Assets for the year ended 31 March 2013			
	<i>Note</i>	2012/13 R'000	2011/12 R'000
Recoverable revenue			
Opening balance		24,325	27,688
Transfers		(1,430)	(3,363)
Debts recovered (included in departmental receipts)		(1,430)	(3,363)
Closing balance		22,895	24,325
Retained funds			
Other		22,800	-
		22,800	-
TOTAL		45,695	24,325

Department of Correctional Services - Vote 21
Cash Flow Statement
for the year ended 31 March 2013

	<i>Note</i>	2012/13 R'000	2011/12 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		17,835,538	16,810,619
Annual appropriated funds received	1.1	17,700,283	16,686,925
Departmental revenue received	2	112,242	123,694
Aid assistance received	3	23,013	-
Net (increase)/ decrease in working capital		(6,014)	404,366
Surrendered to Revenue Fund		(538,052)	(874,767)
Surrendered to RDP Fund/Donor		-	(12,405)
Current payments		(16,279,488)	(15,376,611)
Payments for financial assets		(4,912)	(3,606)
Transfers and subsidies paid		(79,107)	(72,457)
Net cash flow available from operating activities	16	927,965	875,139
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	8	(950,047)	(824,340)
Proceeds from sale of capital assets	2.4	14,773	23,188
Net cash flows from investing activities		(935,274)	(801,152)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/ (decrease) in net assets		(1,430)	(3,363)
Net cash flows from financing activities		(1,430)	(3,363)
Net increase/ (decrease) in cash and cash equivalents		(8,739)	70,624
Cash and cash equivalents at beginning of period		264,071	193,447
Cash and cash equivalents at end of period	17	255,332	264,071

Department of Correctional Services - Vote 21
Notes to the Annual Financial Statements
for the year ended 31 March 2013

1. Annual Appropriation

1.1 Annual Appropriation

	Programmes	2012/2013			
		Final Appropriation R'000	Actual Funds Received R'000	Funds not requested/ not received R'000	Appropriation Received 2011/2012 R'000
Administration	4,770,671	4,770,671	-	4,905,229	
Incarceration	9,498,331	9,498,331	-	8,858,204	
Rehabilitation	967,505	967,505	-	808,153	
Care	1,724,490	1,724,490	-	1,482,991	
Social Reintegration	739,286	739,286	-	632,348	
Total	17,700,283	17,700,283	-	16,686,925	

2. Departmental Revenue

	Note	2012/13 R'000	2011/12 R'000
Sales of goods and services other than capital assets	2.1	48,583	47,544
Fines, penalties and forfeits	2.2	17,118	18,129
Interest, dividends and rent on land	2.3	538	654
Sales of capital assets	2.4	14,773	23,188
Financial transactions in assets and liabilities	2.5	45,790	57,364
Transfer received	2.6	213	3
Total revenue collected		127,015	146,882
Departmental Revenue collected		127,015	146,882

2.1. Sales of goods and services other than capital assets

Sales of goods and services produced by the department	2	46,256	44,252
Sales by market establishment		29,100	26,431
Other sales		17,156	17,821
Sales of scrap, waste and other used current goods		2,327	3,292
Total		48,583	47,544

2.2. Fines, penalties and forfeits

Fines	2	16,618	17,859
Forfeits		500	270
Total		17,118	18,129

2.3. Interest, dividends and rent on land

Interest	2	538	654
Total		538	654

2.4. Sales of capital assets

Tangible assets	2	14,773	23,188
Machinery and equipment			
Total		14,773	23,188

2.5. Transactions in financial assets and liabilities

Receivables	2	37,635	38,271
Stale cheques written back		(183)	(587)
Other Receipts including Recoverable Revenue		8,338	19,680
Total		45,790	57,364

2.6. Transfers received

Public corporations and private enterprises	2	213	3
Total		213	3

Department of Correctional Services - Vote 21
Notes to the Annual Financial Statements
for the year ended 31 March 2013

	Note	2012/13	2011/12
		R'000	R'000
3. Aid assistance			
3.1. Assistance received in cash from RDP			
Foreign			
Opening Balance		(213)	12,405
Revenue		213	-
Expenditure		-	(213)
Current		-	(213)
Capital		-	-
Prepayments		-	-
Surrendered to the RDP		-	(12,405)
Closing Balance		-	(213)
3.2. Aid assistance received in cash from CARA Fund			
Opening Balance		-	-
Revenue		22,800	-
Expenditure		-	-
Current		-	-
Capital		-	-
Prepayments		-	-
Transferred to retained funds		(22,800)	-
Closing balance		-	-
3.3. Total			
Opening Balance		(213)	12,405
Revenue		23,013	-
Expenditure		-	(213)
Current		-	(213)
Capital		-	-
Prepayments		-	-
Surrendered/Transferred to retained funds		(22,800)	(12,405)
Closing balance		-	(213)
3.4. Analysis of balance			
Aid assistance receivable		-	(213)
RDP		-	(213)
Aid assistance unutilised		(22,800)	-
CARA Fund		(22,800)	-
CARA funds transferred to Retained Funds		22,800	-
Closing balance		-	(213)
4. Compensation of employees			
4.1. Salaries and wages			
Basic salary		7,396,051	6,752,263
Performance award		98,274	30,350
Service Based		15,873	13,679
Compensative/circumstantial		312,586	280,714
Periodic payments		39,075	45,683
Other non-pensionable allowances		1,211,757	1,096,306
Total		9,073,616	8,218,995

Department of Correctional Services - Vote 21
Notes to the Annual Financial Statements
for the year ended 31 March 2013

	<i>Note</i>	2012/13 R'000	2011/12 R'000
4.2. Social contributions			
Employer contributions			
Pension		1,179,047	1,093,582
Medical		1,082,829	1,053,162
UIF		87	39
Bargaining council		2,192	2,196
Total		2,264,155	2,148,979
 Total compensation of employees		 11,337,771	 10,367,974
Average number of employees		40,310	40,043
 5. Goods and services			
Administrative fees		5,823	5,094
Advertising		12,624	13,443
Assets less than R5,000	5.1	23,282	29,295
Bursaries (employees)		3,945	1,609
Catering		25,826	18,789
Communication		105,709	88,000
Computer services	5.2	108,602	163,703
Consultants, contractors and agencies/outsourced services	5.3	825,651	678,090
Entertainment		266	173
Audit cost - external	5.4	43,751	36,608
Fleet services		44,121	31,597
Inventory	5.5	977,107	913,955
Operating leases		1,607,596	1,432,751
Property payments	5.6	745,461	730,721
Rental and hiring		1,898	138
Transport provided as part of the departmental activities		5,369	4,251
Travel and subsistence	5.7	318,920	281,852
Venues and facilities		10,205	14,308
Training & staff development		3,434	3,846
Other operating expenditure	5.8	72,127	76,380
Total		4,941,717	4,524,603
 5.1. Assets less than R5,000			
Tangible assets	5		
Biological assets		23,282	29,295
Machinery and equipment		2,176	4,249
Transport assets		21,101	25,046
Total		5	-
 5.2. Computer Services			
SITA computer services		103,345	146,736
External computer service providers		5,257	16,967
Total		108,602	163,703

Department of Correctional Services - Vote 21
Notes to the Annual Financial Statements
for the year ended 31 March 2013

	Note	2012/13 R'000	2011/12 R'000
5.3. Consultants, contractors and agency/outsourced services	5		
Business and advisory services		36,557	61,972
Infrastructure and planning		1,141	2,196
Laboratory services		9,048	12,679
Legal costs		31,506	27,723
Contractors		160,250	140,062
Agency and support/outsourced services		587,149	433,458
Total		825,651	678,090
5.4. Audit cost-external	5		
Regularity audits		42,850	35,379
Performance audits		-	116
Computer audits		901	1,113
Total		43,751	36,608
5.5. Inventory	5		
Learning and teaching support material		3,450	3,290
Food and food supplies		344,567	332,221
Fuel, oil and gas		29,613	26,737
Other consumables		350,716	311,937
Materials and supplies		113,917	129,324
Stationery and printing		68,467	61,146
Medical supplies		1,756	3,377
Medicine		64,621	45,923
Total		977,107	913,955
5.6. Property payments	5		
Municipal services		738,324	691,958
Property maintenance and repairs		728	34,179
Other		6,409	4,584
Total		745,461	730,721
5.7. Travel and subsistence	5		
Local		314,412	275,973
Foreign		4,508	5,879
Total		318,920	281,852
5.8. Other operating expenditure	5		
Learnerships		56,156	59,733
Professional bodies, membership and subscription fees		522	343
Resettlement costs		8,909	10,567
Gifts		48	-
Other		6,492	5,737
Total		72,127	76,380

Department of Correctional Services - Vote 21
Notes to the Annual Financial Statements
for the year ended 31 March 2013

	Note	2012/13 R'000	2011/12 R'000
6. Payments for financial assets			
Material losses through criminal conduct			
Theft	6.1	124	37
Other material losses written off	6.2	3,386	2,686
Debts written off	6.3	1,402	883
Total		4,912	3,606
 6.1. Details of theft	6		
Nature of theft			
Cash		-	1
Other		124	36
Total		124	37
 6.2. Other material losses	6		
Nature of losses			
State vehicles		3,169	1,977
Claims		5	59
Other		212	650
Total		3,386	2,686
 6.3. Debts written off	6		
Other debt written off			
Overpaid salaries		402	88
Leave without pay		257	93
Tax debt		120	61
State Guarantees		182	500
Other		441	141
Total		1,402	883
 7. Transfers and subsidies			
Provinces and municipalities		Annexure 1A	4,243
Departmental agencies and accounts		Annexure 1B	6,752
Households		Annexure 1C	68,112
Total		79,107	72,457
 8. Expenditure for capital assets			
Tangible assets		950,047	824,340
Buildings and other fixed structures	32	872,596	753,641
Machinery and equipment	30.2	75,600	69,535
Biological assets	30.2	1,851	1,164
 Total		950,047	824,340

Department of Correctional Services - Vote 21
Notes to the Annual Financial Statements
for the year ended 31 March 2013

8.1. Analysis of funds utilised to acquire capital assets -2012/13

	Voted Funds R'000	Aid assis- tance R'000	TOTAL R'000
Tangible assets			
Buildings and other fixed structures	872,596	-	872,596
Machinery and equipment	75,600	-	75,600
Biological assets	1,851	-	1,851
Total	950,047	-	950,047

8.2. Analysis of funds utilised to acquire capital assets - 2011/12

	Voted Funds R'000	Aid assis- tance R'000	TOTAL R'000
Tangible assets			
Buildings and other fixed structures	753,641	-	753,641
Machinery and equipment	69,535	-	69,535
Biological assets	1,164	-	1,164
Total	824,340	-	824,340

9. Unauthorised expenditure

9.1. Reconciliation of unauthorised expenditure

	2012/13 R'000	2011/12 R'000
Opening balance	-	483,821
Unauthorised expenditure - discovered in the current year	-	-
Less: Amounts approved by Parliament/Legislature without funding and written off in the Statement of Financial Performance	-	(483,821)
Current	-	(483,821)
Capital	-	-
Unauthorised expenditure awaiting authorisation	-	-

10. Cash and cash equivalents

	2012/13 R'000	2011/12 R'000
Consolidated Paymaster General Account	253,763	262,497
Cash on hand	1,569	1,574
Total	255,332	264,071

11. Prepayments and advances

Travel and subsistence	76	23
Advances paid to other entities	90,133	77,100
Total	90,209	77,123

11.1. Advances paid

Public entities	Annexure 7	90,133	77,100
Total		90,133	77,100

Department of Correctional Services - Vote 21
Notes to the Annual Financial Statements
for the year ended 31 March 2013

12. Receivables

	ANNEXURE 3	Less than one year R'000	One to three years R'000	Older than three years R'000	2012/13 Total R'000	2011/12 Total R'000
Claims recoverable						
	12.1	261	11	329	601	6,686
Recoverable expenditure	12.2	9,644	10,947	21,081	41,672	39,429
Staff debtors	12.3	15,754	11,295	27,218	54,267	56,159
Total		25,659	22,253	48,628	96,540	102,274
12.1. Claims recoverable						
National departments					601	6,686
Provincial departments					-	21
Total					601	6,686
12.2. Recoverable expenditure (disallowance accounts)						
Disallowance Miscellaneous					542	236
Disallowance Dishonoured Cheques					-	-
Disallowance Damages and Losses					21,868	20,747
Disallowance Payment Fraud					4,963	4,963
Damaged vehicles					9,152	8,540
Private telephone					(4)	2
Salary disallowance accounts					5,151	4,941
Total					41,672	39,429
12.3. Staff debt						
Debt account					54,267	56,159
Total					54,267	56,159
13. Voted funds to be surrendered to the Revenue Fund						
Opening balance					410,124	728,622
Transfer from Statement of Financial Performance					386,729	410,124
Add: Unauthorised expenditure for current year			9		-	-
Voted funds not requested/not received					-	-
Paid during the year					(410,124)	(728,622)
Closing balance					386,729	410,124
				Note	2012/13 R'000	2011/12 R'000
14. Departmental revenue and NRF Receipts to be surrendered to Revenue Fund						
Opening balance					4,433	3,696
Transfer from Statement of Financial Performance					127,015	146,882
Paid during the year					(127,928)	(146,145)
Closing balance					3,520	4,433
15. Payables – current				Note	2012/13 R'000	2011/12 R'000
Clearing accounts				15.1	1,241	4,778
Other payables				15.2	4,896	21
Total					6,137	4,799

Department of Correctional Services - Vote 21
Notes to the Annual Financial Statements
for the year ended 31 March 2013

	2012/13 R'000	2011/12 R'000
15.1. Clearing accounts		
Salary accounts	1,595	5,185
Telephone control accounts	(42)	(68)
Other	(312)	(339)
Total	1,241	4,778
15.2. Other payables		
Rental deposits	35	21
National Skills Fund*	4,861	-
Total	4,896	21
*National Skills Fund (NSF)		
DCS received R32,030 million from NSF (Department of Higher Education and Training) for offender skills development during 2012/2013. 5215 Offenders benefited from this funding on various skills development programs. An amount of R27,169 million was spent, leaving a variance of R4,861 million which is payable to NSF.		
16. Net cash flow available from operating activities		
Net surplus/(deficit) as per Statement of Financial Performance	536,757	556,793
Add back non cash/cash movements not deemed operating activities	391,208	318,346
(Increase)/decrease in receivables – current	5,734	(5,294)
(Increase)/decrease in prepayments and advances	(13,086)	(77,122)
(Increase)/decrease in other current assets	-	483,821
Increase/(decrease) in payables – current	1,338	2,961
Proceeds from sale of capital assets	(14,773)	(23,188)
Expenditure on capital assets	950,047	824,340
Surrenders to Revenue Fund	(538,052)	(874,767)
Surrenders to RDP Fund/Donor	-	(12,405)
Voted finds not requested/not received	-	-
Net cash flow generated by operating activities	927,965	875,139
17. Reconciliation of cash and cash equivalents for cash flow purposes		
Consolidated Paymaster General Account	253,763	262,497
Cash on hand	1,569	1,574
Total	255,332	264,071

Department of Correctional Services - Vote 21
Disclosure Notes to the Annual Financial Statements
for the year ended 31 March 2013

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

		2012/13 R'000	2011/12 R'000	
18. Contingent liabilities and contingent assets				
Contingent liabilities				
Liable to	Nature			
Housing loan guarantees	Employees	Annexure 2A	1,473	
Claims against the department		Annexure 2B	545,626	
Other departments (interdepartmental unconfirmed balances)		Annexure 4	194	
Total		547,293	419,350	
19. Commitments				
Current expenditure				
Approved and contracted		*	1,166,796	
Approved but not yet contracted			1,350,449	
Total Commitments		2,517,245	1,014,341	
Capital Expenditure				
Approved and contracted		201,247	200,982	
Approved but not yet contracted		-	247	
Total Commitments		201,247	201,229	
Total Commitments		2,718,492	1,215,570	
*The amount reflects contracts for periods more than one year.				
20. Accruals				
	30 Days R'000	30+ Days R'000	Total R'000	Total R'000
Listed by economic classification				
Goods and services	153,552	36,983	190,535	96,802
Transfers and subsidies	5	-	5	82
Capital assets	18,467	-	18,467	16,923
Total	172,024	36,983	209,007	113,807
	2012/13 R'000	2011/12 R'000		
Listed by programme level				
Administration			111,495	35,548
Incarceration			80,504	73,694
Rehabilitation			2,408	951
Care			9,974	3,559
Social Reintegration			4,626	55
Total			209,007	113,807
Confirmed balances with departments			14,241	92,329
Total			14,241	92,329
21. Employee benefits				
	2012/13 R'000	2011/12 R'000		
Leave entitlement			217,651	234,105
Service bonus (Thirteenth cheque)			319,356	302,001
Capped leave commitments			730,424	724,492
Total			1,267,431	1,260,598

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	Buildings and other fixed struc- tures			Machinery and equip- ment R'000	Total R'000
	Land R'000	R'000	R'000		
22. Lease Commitments					
22.1. Operating leases expenditure					
2012/13					
Not later than 1 year	8	889,340	128	889,476	
Later than 1 year and not later than 5 years	26	951,320	67	951,413	
Later than five years	-	17,039	-	17,039	
Total lease commitments	34	1,857,699	195	1,857,928	

	Buildings and other fixed struc- tures			Machinery and equip- ment R'000	Total R'000
	Land R'000	R'000	R'000		
2011/2012					
Not later than 1 year	-	863,596	11,512	875,108	
Later than 1 year and not later than 5 years	-	902,620	9,638	912,258	
Later than five years	-	19,252	-	19,252	
Total lease commitments	-	1,785,468	21,150	1,806,618	

22.2. Finance leases expenditure **

	Buildings and other fixed structures			Machinery and equipment R'000	Total R'000
	Land R'000	R'000	R'000		
Not later than 1 year	-	-	15,175	15,175	
Later than 1 year and not later than 5 years	-	-	10,430	10,430	
Later than five years	-	-	-	-	
Total lease commitments	-	-	25,605	25,605	

	Buildings and other fixed struc- tures			Machinery and equip- ment R'000	Total R'000
	Land R'000	R'000	R'000		
2011/12					
Not later than 1 year	-	-	-	-	
Later than 1 year and not later than 5 years	-	-	-	-	
Later than five years	-	-	-	-	
Total lease commitments	-	-	-	-	

** This note excludes leases relating to public private partnerships as they are separately disclosed to note no. 28.

	2012/13 R'000	2011/12 R'000
23. Receivables for departmental revenue		
Sales of goods and services other than capital assets	2	13

Total	2	13
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23.1. Analysis of receivables for departmental revenue

Opening balance	13	69
Less: Amounts received	13	69
Add: Amounts recognised	2	13
Less: Amounts written-off/reversed as irrecoverable	-	-
Closing balance	2	13

Department of Correctional Services - Vote 21
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	2012/13	2011/12
	R'000	R'000
24. Irregular expenditure		
24.1. Reconciliation of irregular expenditure		
Opening Balance	215,596	1,037
Add: Irregular expenditure - relating to prior year	32	-
Add: Irregular expenditure - relating to current year	363,790	214,652
Less: Amounts condoned	(89)	(93)
Less: Amounts recoverable (not condoned)	-	-
Irregular expenditure awaiting condonation	<u>579,329</u>	<u>215,596</u>

Analysis of awaiting condonation per age classification

Current	363,790	214,652
Prior years	215,539	944
Total	579,329	215,596

24.2. Details of irregular expenditure - current year

Incident	Disciplinary steps taken/criminal proceedings	2012/13
		R'000
Three quotation not obtained	Pending Investigation	1,565
Transport of livestock	Pending Investigation	8
Wrong payment	Pending Investigation	10
Company not paid	Pending Investigation	16
Proper procurement procedures not followed	Pending Investigation	279,752
Adverts placed without following proper prescriptions	Pending Investigation	1,896
Arrangements for Correction week which was cancelled	Pending Investigation	1,649
Issuing of copies	Pending Investigation	2
Short course in Palliative Care for Professional Nurses (Durban)	Pending Investigation	6
Annual Price Giving Ceremony for offenders	Pending Investigation	28
Double booking of accommodation	Pending Investigation	6
Translation Services	Pending Investigation	56
Medical services rendered by various doctors without contracts and tax certificates	Pending Investigation	8,539
Incorrect application of emergency clause	Pending Investigation	665
No service level agreement with Department of Public works	Pending Investigation	37,898
No service level agreement with Department of Justice	Pending Investigation	3,072
Contracts not signed or expired	Pending Investigation	27,290
No declaration of interest	Pending Investigation	306
Deviation from bidding process	Pending Investigation	1,026
		363,790

24.3. Details of irregular expenditure condoned

Incident	Condoned by (condoning authority)	2012/13
		R'000
Replenishment of medical stock by means of prescriptions	Accounting Officer	<u>89</u>
		<u>89</u>

Department of Correctional Services - Vote 21
Disclosure Notes to the Annual Financial Statements
for the year ended 31 March 2013

	2012/13	2011/12
	R'000	R'000
24.4. Details of irregular expenditure pending investigation		
Incident		
Officials who failed to declare their interest in evaluation and or adjudication of bids as per requirements	944	
No contracts and extension of lease contract not signed	27,473	
Deviation from bidding process	45,929	
Total payments made under the contract exceed the original contract	60,259	
Original tax clearance certificates not available for audit/attached to documentation	10,700	
Prohibited suppliers	89	
Proper logistical procedures not followed	294,543	
Payment of Medical accounts	9,205	
Incorrect application of emergency clause	829	
Extension of contract not approved by delegated official	5,472	
No-declaration of interest	2,127	
Payment made not in accordance with Treasury Regulation 15.10.1.2 (c)	77,127	
Catering Services and accommodation	68	
Adverts placed without following proper prescriptions	1,896	
Arrangements for Correction week	1,649	
Transport of livestock	8	
Incorrect payments made	26	
Issuing of copies	2	
Course in Palliative Care for Nurse	6	
Renting Marquees tents and portable toilets	7	
No service level agreement with Department of Public Works	37,898	
No service level agreement with Department of Justice	3,072	
	579,329	
25. Fruitless and wasteful expenditure		
25.1. Reconciliation of fruitless and wasteful expenditure		
Opening balance	71,377	68
Fruitless and wasteful expenditure – relating to prior year	-	-
Fruitless and wasteful expenditure – relating to current year	1,634	71,311
Less: Amounts resolved	(38,243)	-
Less: Amounts transferred to receivables for recovery	(14)	(2)
Fruitless and wasteful expenditure awaiting condonement	34,754	71,377
25.2. Analysis of awaiting condonement per economic classification		
Current	34,754	71,377
Total	34,754	71,377

Department of Correctional Services - Vote 21
Disclosure Notes to the Annual Financial Statements
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25.3. Analysis of Current Year's Fruitless and wasteful expenditure

2012/13
R'000

Incident	Disciplinary steps taken/ criminal proceedings	2012/13 R'000
Incorrect payment made to supplier	Pending investigation	1
Cancellation of National Directorate: Corrections workshop	Pending investigation	67
Official did not attend training course	Pending investigation	5
Body of deceased inmate kept longer in morgue as allowed by policy.	Pending investigation	1
Unnecessary trip taken when official did not adhere to due date	Pending investigation	1
Decoration of hall	Pending investigation	30
Official did not make use of booked accommodation	Pending investigation	3
Renewal of license disk	Pending investigation	1
Printing of errata to Annual Report for 2011/2012	Pending investigation	80
Interest paid on office occupied	Pending investigation	189
Interest paid on late payments	Pending investigation	73
Fleet services and transport	Pending investigation	41
Payments to consultants and contractors overstated	Pending investigation	10
Vat paid to non Vat vendors	Pending investigation	302
Registration fee and annual service fee not included in contract	Pending investigation	16
Guarantees of assets have lapsed	Pending investigation	814
Total		1,634

26. Related party transactions

In kind goods and services provided/received

List in kind goods and services between department and related party

1. Office furniture, computers and other equipment transferred to/ (from) Department of Defence (DoD)	274	-
2. Motor vehicle received to /(from) National Department of transport (DoT)	(624)	-
	(350)	-

Identification and nature of related party relationship

As at 31 March 2013 the Department had the following related parties namely the

1. National Department of Defence
2. National Department of Transport

List related party relationships

1. The Department of Correctional service is related to Department of Defence due to the fact that both are national departments controlled by National Treasury.
2. The Department of Correctional Services is related to the National Department of Transport due to the fact that both are national departments controlled by National Treasury.

The assets transferred to DoD have been included in Asset Register as non-cash disposal and the motor vehicle from DoT has been included in the Asset Register as non-cash addition (Asset disclosed as per Note 30)

27. Key management personnel

Description	No of Individuals	2012/13 R'000	2011/12 R'000
Political Office Bearers	2	2,528	2,955
Officials			
Level 15 to 16	14	16,804	16,594
Level 14	33	31,284	21,390
Family members of key management personnel	26	6,848	3,882
Total		57,464	44,821

**Department of Correctional Services - Vote 21
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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.

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.

Department of Correctional Services - Vote 21
Disclosure Notes to the Annual Financial Statements
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	2012/13 R'000	2011/12 R'000
Contract fee paid		
Fixed component	878,385	819,666
Indexed component	194,731	195,265
	683,654	624,401
Analysis of indexed component		
Goods and Services(excluding lease payments)	683,654	624,401
Capital/(Liabilities)		
Property	194,731	195,265
Total	878,385	819,666

29. Impairment

Debtors	27,218	* 24,282
Other	21,080	20,870
Total	48,298	45,152

* Figures for 2011/2012 have been re-stated due to the fact that it was incorrectly disclosed as Provisions.

30. Movable Tangible Capital Assets

30.1. Movement in movable tangible capital assets per asset register for the year ended 31 March 2013

	Opening balance R'000	Current Year Ad- justments to prior year bal- ances R'000	Closing bal- ance R'000	
			Additions R'000	Disposals R'000
MACHINERY AND EQUIPMENT				
Transport assets	1,353,916	26,158	77,588	54,162
Computer equipment	745,755	12,252	20,196	41,416
Furniture and Office equipment	233,713	6,850	24,320	6,041
Other machinery and equipment	55,293	(1,248)	4,650	1,348
	319,155	8,304	28,422	5,357
BIOLOGICAL ASSETS				
Biological assets	8,071	4,037	2,874	2,009
	8,071	4,037	2,874	2,009
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS				
	1,361,987	30,195	80,462	56,171
				1,416,473

Department of Correctional Services - Vote 21
Disclosure Notes to the Annual Financial Statements
for the year ended 31 March 2013

30.2. Additions

Additions to movable tangible capital asset per asset register for the year ended 31 March 2013

	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					
Transport assets	75,600	1,953	-	35	77,588
Computer equipment	20,360	24	-	(188)	20,196
Furniture and Office equipment	24,172	-	-	148	24,320
Other machinery and equipment	3,409	1,238	-	3	4,650
	27,659	691	-	72	28,422
BIOLOGICAL ASSETS					
Biological assets	1,851	1,023	-	-	2,874
	1,851	1,023	-	-	2,874
TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS					
	77,451	2,976	-	35	80,462

30.3. Disposals

Disposals of movable tangible capital assets per asset register for the year ended 31 March 2013

	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				
Transport assets	38,246	15,916	54,162	14,773
Computer equipment	38,246	3,170	41,416	14,773
Furniture and Office equipment	-	6,041	6,041	-
Other machinery and equipment	-	1,348	1,348	-
	-	5,357	5,357	-
BIOLOGICAL ASSETS				
Biological assets	-	2,009	2,009	-
	-	2,009	2,009	-
TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS				
	38,246	17,925	56,171	14,773

Department of Correctional Services - Vote 21
Disclosure Notes to the Annual Financial Statements
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30.4. Movement for 2011/12

Movement in movable tangible capital assets per asset register for the year ended 31 March 2012

	Opening balance R'000	Additions R'000	Disposals R'000	Closing Balance R'000
MACHINERY AND EQUIPMENT				
Transport assets	795,823	21,779	71,847	745,755
Computer equipment	207,182	30,123	3,592	233,713
Furniture and Office equipment	48,160	7,780	647	55,293
Other machinery and equipment	298,695	32,589	12,129	319,155
BIOLOGICAL ASSETS	8,001	1,528	1,458	8,071
Biological assets	8,001	1,528	1,458	8,071
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	1,357,861	93,799	89,673	1,361,987

30.5. Minor assets

Movement in minor assets per the asset register for the year ended 31 March 2013

	Special- ised military assets R'000	Intangible assets R'000	Machinery and equip- ment R'000	Biological assets R'000	Total R'000
Opening balance	-	26	580,447	8,632	589,105
Curr Year Adjustment to Prior Yr					
Balances	-	(26)	(2,175)	(280)	(2,481)
Additions	-	-	36,131	2,563	38,694
Disposal	-	-	18,496	2,441	20,937
TOTAL	-	-	595,907	8,474	604,381

	Special- ised military assets R'000	Intangible assets R'000	Machinery and equip- ment R'000	Biological assets R'000	Total R'000
Number of R1 minor assets	-	28	19,506	16	19,550
Number of minor assets at cost	-	-	666,067	5,493	671,560
TOTAL NUMBER OF MINOR ASSETS	-	28	685,573	5,509	691,110

Minor assets

Movement in minor assets per the asset register for the year ended 31 March 2012

	Special- ised military assets R'000	Intangible assets R'000	Machinery and equip- ment R'000	Biological assets R'000	Total R'000
Opening balance	-	30	558,532	8,777	567,339
Curr Year Adjustment to Prior Yr					
Balances	-	-	-	-	-
Additions	-	-	41,204	1,981	43,185
Disposal	-	4	19,289	2,126	21,419
TOTAL	-	26	580,447	8,632	589,105

Department of Correctional Services - Vote 21
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	Specialised military assets	Intangible assets	Machinery and equipment	Biological assets	Total
Number of R1 minor assets	-	34	2,759	17	2,810
Number of minor assets at cost	-	23	688,753	8,939	697,715
TOTAL NUMBER	-	57	691,512	8,956	700,525

30.6. Movable assets written off

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2013

	Specialised military assets R'000	Intangible assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Assets written off	-	-	15,004	2,009	17,013
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	15,004	2,009	17,013

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED 31 MARCH 2012

	Specialised military assets R'000	Intangible assets R'000	Machinery and equipment R'000	Biological assets R'000	Total R'000
Assets written off	-	-	30,394	2,916	33,310
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	30,394	2,916	33,310

31. Intangible Capital Assets

31.1. Movement in intangible capital assets per asset register for the year ended 31 March 2013

	Opening balance R'000	Current Year Adjustments to prior year balances R'000	Additions R'000	Disposals R'000	Closing balance R'000
Computer Software	71,656	(71,656)	-	-	-
TOTAL INTANGIBLE ASSETS	71,656	(71,656)	-	-	-

31.2. Movement for 2011/12

Movement in intangible capital assets per asset register for the year ended 31 March 2012

	Opening balance R'000	Additions R'000	Disposals R'000	Closing Balance R'000
Computer software	71,656	-	-	71,656
TOTAL	71,656	-	-	71,656

Department of Correctional Services - Vote 21
Disclosure Notes to the Annual Financial Statements
for the year ended 31 March 2013

32. Immovable Tangible Capital Assets

32.1. MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2013

	Opening balance R'000	Prior year balances R'000	Curr year adjust- ments to		Closing balance R'000
			Additions R'000	Disposals R'000	
BUILDINGS AND OTHER FIXED STRUCTURES	701	(10)	-	-	691
Dwellings	701	(701)	-	-	-
Non-residential buildings	-	691	-	-	691
Other fixed structures	-	-	-	-	-
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS	701	(10)	-	-	691

32.2. Additions

Additions to immovable tangible capital assets per asset register for the year ended 31 March 2013

	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	872,596	-	(872,596)	-	-
Dwellings	228,258	-	(228,258)	-	-
Non-residential buildings	165,361	-	(165,361)	-	-
Other fixed structures	478,977	-	(478,977)	-	-
Total additions to immovable tangible capital assets	872,596	-	(872,596)	-	-

32.3. Movement for 2011/12

Movement in immovable tangible capital assets per asset register for the year ended 31 March 2012

	Opening balance R'000	Additions R'000	Disposals R'000	Closing balance R'000
BUILDINGS AND OTHER FIXED STRUCTURES	701	-	-	701
Dwellings	701	-	-	701
TOTAL TANGIBLE CAPITAL ASSETS	701	-	-	701

Department of Correctional Services - Vote 21
 Annexures to the Annual Financial Statements
 for the year ended 31 March 2013

ANNEXURE 1A

STATEMENT OF UNCONDITIONAL GRANTS AND TRANSFERS TO MUNICIPALITIES

Name of municipality	Grant allocation				Transfer			% of available funds spent by municipality	Total Available	2011/12
	Amount	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available Funds Transferred	Amount received by municipality			
R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	R'000
Various municipalities	5,914	-	1	5,915	4,242	72%	-	-	-	4,323
Total	5,914	-	1	5,915	4,242	72%	-	-	-	4,323

ANNEXURE 1B

STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

Department/agency/account	Transfer allocation			Transfer 2011/12			Final Appropriation Act
	Adjusted Appropriation	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available Funds Transferred	
R'000	R'000	R'000	R'000	R'000	R'000	%	R'000
SASSETA	5,720	-	1,032	6,752	6,752	100%	6,188
Total	5,720	-	1,032	6,752	6,752	100%	6,188

Department of Correctional Services - Vote 21
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ANNEXURE 1C

STATEMENT OF TRANSFERS TO HOUSEHOLDS

	Households	Adjusted Appropriation Act R'000	Transfer allocation			Actual Transfer R'000	% of Available Transferred %	Expenditure R'000	Final Appropriation Act R'000	2011/12
			Roll Overs R'000	Adjustments R'000	Total Available R'000					
Transfers										
Leave gratuity	46,676	-	4,883	51,559	55,064		107%		47,628	
Poverty relief	998	-	-	998	695		70%		831	
Prisoner Gratuity (Pocket money)	15,556	-	-	15,556	11,711		75%		12,487	
Post Retirement Benefit	-	-	-	-	400				1,000	
Claims	-	-	-	-	243					
Total	63,230	-	4,883	68,113	68,113			61,946		

Department of Correctional Services - Vote 21
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ANNEXURE 1D

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

Name of organisation	Nature of gift, donation or sponsorship	2012/13 R'000	2011/12 R'000
Received in cash			
Induluzu Funeral Parlour	Cash	-	3
Golden Horse Casino	Cash	9	-
World Focus	Cash	1	-
Open Society Foundation	Cash	204	-
Subtotal		214	3
Received in kind			
Various private persons	Animals	9	3
Various private persons	Sport and recreation	53	402
Various private companies	Computer equipment and software	405	-
Various private persons/companies	Books	23	3
Various private persons	Food and related products	11	14
Various private persons	Toiletries	15	7
Various private persons/companies	Electrical appliances	-	41
Various private persons/companies	Toys, baby accessories and recreation	20	13
Bosasa	Vegetable processing plant	740	146
Volkswagen SA	Vehicle components	260	-
Various private persons/companies	Other	228	-
Subtotal		1,764	629
TOTAL		1,978	632

Department of Correctional Services - Vote 21
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ANNEXURE 1E

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	(213)	213	-	-
TOTAL		(213)	213	-	-

ANNEXURE 1F

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

Nature of gift, donation or sponsorship	2012/13 R'000	2011/12 R'000
Made in kind		
Corporate gifts dignitaries	15	-
Poverty alleviation (clothing and food) to private organisations	414	545
Other	117	90
Subtotal	546	635
Total	635	

* Figures for 2011/2012 were re-stated.

Department of Correctional Services - Vote 21
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ANNEXURE 2A

STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2013 - LOCAL

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount R'000	Opening Balance 01/04/2012 R'000	Guarantee draw-downs during the year R'000	Guarantee repayments/ cancelled/ reduced/ released during the year R'000	Currency Revaluations R'000	Closing balance 31/03/2013 R'000	Guaranteed interest outstanding 31/03/2013 R'000	Realised losses not recoverable, i.e. claims paid out R'000
Housing									
Standard Bank	Housing	547	547	-	262	-	285	-	-
First Rand Bank	Housing	203	203	-	-	-	203	-	-
ABSA	Housing	865	865	329	437	-	757	-	-
Ithala Limited	Housing	155	155	-	-	-	155	-	-
Mpumalanga Housing Fin Cor	Housing	58	58	-	21	-	37	-	-
Green Start Home Loans	Housing	36	36	-	-	-	36	-	-
Subtotal		1,864	1,864	329	720	720	1,473	-	-
Total		1,864	1,864	329	720	720	1,473	-	-

ANNEXURE 2B

STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2013

Nature of Liability	Opening Balance 01/04/2012	Liabilities incurred during the year	Liabilities paid	Liabilities cancelled	Liabilities recoverable		Closing Balance 31/03/2013
					R'000	R'000	
Claims against the department							
Damages	3,660	17,179	1,000	1,019			18,820
Defamation	30	390	-	-			420
*Bodily Injury/Assault	97,403	23,722	432	-			120,693
*Unlawful Detention	174,483	17,562	-	-			192,045
Compensation	-	300	-	-			300
*Death in detention	5,324	500	-	-			5,824
*Unlawful Deduction	5	31	-	-			36
*Breach of Contract	2,358	-	-	-			2,358
Rape	4,459	-	100	900			3,459
Pain and suffering	12,798	60,450	-	-			73,248
*Damages to properties	2,421	42	-	-			2,463
*Motor accidents	3,024	1,268	-	-			4,292
Injury in prison	1,100	8,152	-	-			9,252
Loss of support	100	153	-	-			253
*Other	109,937	2,710	484	-			112,163
TOTAL	417,102	132,459	2,016	1,919			545,626

* The opening balance of actual (pending before courts) / potential claims (letters of demand) have been restated to reclassify the nature of liability. The total amount of R 417,102 million remains unchanged. The liabilities incurred during the year / liabilities paid / liabilities cancelled during 20/2/2013 are properly classified.

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ANNEXURE 3

CLAIMS RECOVERABLE

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total
	31/03/2013 R'000	31/03/2012 R'000	31/03/2013 R'000	31/03/2012 R'000	
Department					
Agriculture	48	-	-	138	48
Agriculture-Eastern Cape	-	-	-	58	58
Cooperative Governance	-	18	-	-	18
Defence	162	-	-	-	162
Home Affairs	-	11	-	-	11
Home Affairs-Gauteng	-	-	-	433	433
International Relations	-	33	-	-	33
Justice	-	21	-	3,332	3,353
Office of the Premier-Limpopo	-	21	-	-	21
Public Works-Mmabatho	-	12	-	-	12
Public Works-Nelspruit	-	61	-	-	61
SAPS	-	1,092	-	354	1,446
Water Affairs-Amsterdam	37	-	-	-	37
Water Affairs-Bergville	-	112	-	-	112
Water Affairs-Deneysville	76	-	-	-	76
Water Affairs-Potchefstroom	-	-	43	-	43
Water Affairs-Pretoria	217	-	18	-	235
Water Affairs-Standerton	-	990	-	-	990
Total	540	2,371	61	4,315	601
					6,686

ANNEXURE 4

INTER-GOVERNMENT PAYABLES

DEPARTMENTS	GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL 31/03/2013 R'000
		31/03/2013 R'000	31/03/2012 R'000	31/03/2013 R'000	31/03/2012 R'000	
Current						
Agriculture and Rural Development	-	-	-	23	-	23
Finance	-	12	-	-	-	12
Health-Limpopo	9	-	-	-	9	-
Health Eastern Cape	-	24	-	-	-	24
Home Affairs	62	-	-	-	62	-
Independent Complaints Directorate	-	-	-	18	-	18
Limpopo Provincial Department of Roads	-	-	-	1	-	1
Public Service and Administration	-	-	-	5	-	5
Public Works	14,051	92,231	-	1	14,051	92,232
Road and Public Works Eastern Cape	29	-	-	-	29	-
Rural Development and Land Reform	18	-	-	-	18	-
Rural Development, Women and Children with Disabilities	3	-	-	-	3	-
SAPS	1	-	5	30	6	30
Science and Technology	-	-	-	4	-	4
Social Development Eastern Cape	3	-	-	-	3	-
Social Development Limpopo	-	-	-	148	-	148
Social Development Western Cape	30	-	-	-	30	-
Social Development Free State	3	-	-	-	3	-
Statistics SA	20	-	-	-	20	-
Transport	12	-	189	-	201	-
Treasury	-	62	-	-	-	62
Subtotal	14,241	92,329	194	230	14,435	92,559

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ANNEXURE 4 Continued

OTHER GOVERNMENT ENTITY			
Current			
Service Product Pretoria	-	-	-
Subtotal	-	-	-
TOTAL INTERGOVERNMENTAL	14,241	92,329	194
			242
			14,435
			92,571

ANNEXURE 5

INVENTORY	Note	2012/13		2011/12	
		Quantity	R'000	Quantity	R'000
Inventory					
Opening balance		177,692,617	669,734	192,710,685	559,007
Add/(Less): Adjustments to prior year balances		(148,509)	(22,348)	(1,996,130)	(1,248)
Add: Additions/Purchases - Cash		967,708,772	6,572,858	1,012,066,020	2,236,780
Add: Additions - Non-cash		2,553,214	19,668	52,777,343	44,007
(Less): Disposals		(3,723,279)	(18,337)	(3,848,548)	(24,049)
(Less): Issues		(1,109,083,932)	(1,343,148)	(1,139,574,791)	(2,381,785)
Add/(Less): Adjustments		126,357,186	(5,341,173)	76,087,123	242,981
Closing balance		161,356,069	537,254	188,221,702	675,693

ANNEXURE 6

**Movement in Capital Work-in-Progress
 MOVEMENT IN CAPITAL WORK-IN-PROGRESS FOR THE YEAR ENDED 31 MARCH 2013**

	Opening balance R'000	Current Year Capital WIP R'000	Completed Assets R'000	Closing balance R'000
BUILDINGS AND OTHER FIXED STRUCTURES				
Dwellings	15,969	212,290	-	228,259
Non-residential buildings	12,039	153,323	-	165,362
Other fixed structures	92	284,153	-	284,245
TOTAL	28,100	649,766	-	677,866

ANNEXURE 7

INTER-ENTITY ADVANCES PAID (note 11)

	Confirmed balance outstanding 31/03/2013 R'000	Unconfirmed balance outstanding 31/03/2013 R'000	31/03/2012 R'000	31/03/2013 R'000	Total 31/03/2012 R'000
PUBLIC ENTITIES					
Independent Development Trust	90,133	77,100	-	-	90,133
TOTAL	90,133	77,100	-	-	90,133
					77,100

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