

ANNUAL REPORT OF

**THE DEPARTMENT OF
COMMUNITY SAFETY AND LIAISON**

1 April 2005 to 31 March 2006

(as required by section 40(1)(d) of the Public Finance Management Act, Act No 1 of 1999, for tabling in Parliament)

Honourable MEC for Transport, Community Safety & Liaison

It is my privilege to present to you the Annual Report of the Department of Community Safety & Liaison for the 2005/2006 financial year.

Ms Y E Bacus
Head of Department
22 August 2006

FOREWORD BY THE EXECUTIVE AUTHORITY

Insert foreword here

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Part 1

General Information

INTRODUCTION BY THE HEAD OF DEPARTMENT

Strategic Review

During the year the Department reviewed its Vision and Mission and entire strategic plan to ensure that it identified and established goals that would achieve its mandate more effectively. This review ensured compliance with national priorities and the Provincial Growth and Development Strategy and identified new processes and approaches to targets that would be both effective and cost efficient. The outcomes of the review will see the Department in good stead in the future.

The Department has achieved significant growth during the financial year under review and now has a structure that will enable it to achieve its mandate. However, evaluating the posts following approval of the structure was time consuming and the Department wishes to thank the Office of the Premier of KwaZulu-Natal for its support in completing that process.

Financial Highlights

The Department had a slow spending trend during the first part of the year because, although the structure and budget had been established, posts had still to be filled. During October 2005 the Department formulated and implemented a plan that would enable it to achieve its performance targets and concurrently spend the funds allocated to it in an effective manner. This process was satisfactorily completed and the Department was able to expend the entire budget allocated to it.

Monitoring & Evaluation

This remains a core business for the Department and it achieved and exceeded the targets set for it during the year. In doing so, it identified a number of new approaches to achieving its service delivery targets that will continue to be used in future years.

Complaints Management

This directorate was established for the first time during the year as a separate and formal unit. It has already begun to operate effectively and is currently providing a means for the citizens of KwaZulu-Natal to obtain action and information from the South African Police Service in respect of complaints about the service that has been provided to them.

During the late part of the year, a computerised system was established that will automate the complaints process and provide for better turnaround of complaints. Of equal importance is the ability of the system to analyse complaints and provide information to both the SAPS and other directorates in the Department to enable them to provide focussed activities during the year.

Community Policing

This directorate was established for the first time during the year as a separate and formal unit. Relationships between the Community Policing Forums (“CPF’s”) were further cemented during the year and, following the vision of the Honourable MEC for

Transport, Community Safety & Liaison, a new approach for funding the activities of CPF's was developed. This approach revolves around making the CPF's financial and operationally viable.

Social Crime Prevention

This directorate has been strengthened significantly during the year and has undertaken a number of new initiatives promoting awareness of the rights of communities in respect of social crime. Considerable work has been done towards the establishment of Community Safety Forums and these will be implemented during 2006/07. Communication between the Department and Local and District Authorities has also been expanded with the intention of establishing community safety as an integral part of their Integrated Development Plans.

Victim Empowerment

The directorate has undertaken eight new initiatives promoting awareness of the rights of victims. In addition, it has assessed 120 South African Police Service Trauma Centres and seven Non-Government Victim Support Centres. The results of these assessments indicate that there is considerable opportunity for improving the facilities made available for victims at Trauma Centres and the Department will work with all sectors of business in KwaZulu-Natal to realise those opportunities.

Acknowledgements

Progress and success during a period of such significant change and growth would not be possible without the support and achievements of the staff of the Department and the support provided by our stakeholders and other Departments in the Province of KwaZulu-Natal. I have pleasure in recording my thanks for all ongoing support to the:

- Parliamentary Portfolio Committee on Community Safety;
- Provincial Community Policing Boards and the Community Policing Forums;
- South African Police Service, KwaZulu-Natal
- Traditional Leaders;
- District and Local Authority Councillors and officials;
- The Office of the Premier; and
- The communities in KwaZulu-Natal for participating so willingly in the drive to make KwaZulu-Natal a safe and secure environment.

Finally, I acknowledge the vision, drive and determination of the Honourable MEC for Transport, Community Safety & Liaison in working to ensure that the way is cleared for the people of KwaZulu-Natal to live in a safe and secure environment.

MS Y E BACUS
HEAD OF DEPARTMENT

INFORMATION ON THE MINISTRY

The Ministry Portfolio resides under the organisational structure of the Department of Transport as the MEC holds two portfolios, those of Transport and Community Safety & Liaison, albeit that they are autonomous Departments with separate votes. Accordingly, the budget for the Ministry falls under the Department of Transport.

The Provincial Board for Community Policing Forums falls under the control of the Executing Authority.

The Department did not submit any bills to the Legislature during the period under review.

The Executing Authority visited Northern Ireland from **27 June 2005 to 1 July 2005** to investigate best practices and approaches relating to peace, community safety and security.

VISION, MISSION AND VALUES

The vision of the Department is:

“The people of KwaZulu-Natal live in a safe and secure environment”

The mission statement of the Department is:

“To be the lead agency in driving the integration of community safety initiatives, towards a crime free KwaZulu-Natal”.

The values of the Department are:

In the fulfillment of its Mission and towards the attainment of its Vision, the Department will achieve performance excellence through the adherence to the following operational values:-

- 4.1 The full implementation of the Batho Pele principles:
 - 4.1.1 Consultation - Asking our clients how the Department can improve its services to meet their needs;
 - 4.1.2 Service Standards - Meeting service standards that reflect the level and quality of service that is important to its clients;
 - 4.1.3 Access - Making sure that our services are accessible to all who have a right to use them;
 - 4.1.4 Courtesy - Always being courteous and helpful and treating everyone with dignity and respect;
 - 4.1.5 Information - Giving our clients all the information they need to assist them in making the best use of our services;
 - 4.1.6 Openness and Transparency - Being open and transparent about how we use our resources and spends our money;
 - 4.1.7 Redress - Making it easy for our clients to say when they are unhappy with the service they have received, apologising immediately and trying to resolve the problem as soon as possible; and
 - 4.1.8 Value for Money - Making sure that we make the best use of all the Department’s resources;

- 4.2 Integration of effort - between agencies, local authorities, Government Departments and other stakeholders;
- 4.3 Teamwork – working together and building a spirit of co-operation;
- 4.4 Knowledge Application - courage to learn, change and innovate; and
- 4.5 Professionalism, honesty and integrity.

CONSTITUTIONAL AND LEGISLATIVE MANDATES

Constitutional mandate

The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) Chapter 11, Section 206 provides that each province is entitled to monitor police conduct, oversee the effectiveness and efficiency of the police service (including receiving reports on the police service), promote good relations between the police and the community, assess the effectiveness of visible policing and liaise with the Cabinet member responsible for policing with respect to crime and policing in the province

Constitutional mandate

The authority and function of the Department is not decided on its own, but entrenched in our Constitution and defined in national legislation.

The executive function of Provincial Government in relation to safety and security is governed by the following legally binding documents:-

- **The South African Constitution, 1996 (Act 108 of 1996)**

Chapter 11 defines the role of Provincial Government in policing as follows:-

The South African Constitution section 206 (2 & 3 a, b, c, d and e):

S206 (2) the national policing policy may make provision for different policies in respect of different provinces after taking into account the policing needs and priorities of these provinces.

S206 (3) Each province is entitled to:-

- (a) Monitor police conduct;
- (b) Oversee the effectiveness and efficiency of the police service including receiving reports on the police service;
- (c) Promote good relations between the police and the community;
- (d) Assess the effectiveness of visible policing; and
- (e) Liaise with the Cabinet member responsible for policing with respect to crime and policing in the province

Sub-section 4 further states that a provincial executive is responsible for policing functions vested in it by this chapter, assigned to it in terms of national legislation and allocated to it in the national policing policy.

Legislative mandates

- **The South African Police Service Act, 1995 (Act 68 of 1995)**

In terms of this legislation the Provincial Secretariats must support the Provincial MEC for Safety and Security by:

- (a) Providing advice;
 - (b) Ensuring civilian oversight of the South African Police Services;
 - (c) Promote democratic accountability and transparency in the South African Police Service;
 - (d) Provide a legal advisory service;
 - (e) Provide a communication and administrative support;
 - (f) Monitor the implementation of policy of the South African Police Service; and
 - (g) Conduct research and evaluate the functioning of the South African Police Service and report thereon.
- **The White Paper on Safety and Security, 1999 – 2004 (expired but not superseded)** indicates that the Department's Provincial responsibilities are:
 - (a) Initiating and coordinating social crime prevention programmes;
 - (b) Mobilizing resources for social crime prevention programmes;
 - (c) Coordinating a range of provincial functions in order to achieve more effective crime prevention;
 - (d) Evaluating and supporting the social crime prevention programmes at local government level;
 - (e) Implementing and taking joint responsibilities for social crime prevention;
 - (f) Establishing crime prevention programmes in areas where local government is poorly resourced or lacks capacity and the establishing of public and private partnerships to support crime prevention.

- **The National Crime Prevention Strategy, 1996 (Revised 1999)** – reflects that the department has a responsibility to, in line with the National Crime Prevention Strategy, establish a Provincial Crime Prevention Strategy for the province.

Other legislation governing the operations of the Department are:

- Firearms Control Act, 2000
- KwaZulu-Natal Commissions Act, 1999
- Domestic Violence Act, 1998
- Child Care Act, 1983
- Maintenance Act, 1998
- Criminal Procedure Act 1977

- The Public Finance Management Act, 1999 and regulations;
- The Public Service Act, 1994 and regulations;
- Labour Relations Act, 1995
- Basic Conditions of Employment Act, 1997
- Employment Equity Act, 1998
- Skills Development Act, 1998
- Promotion of Equality and Prevention of Unfair Discrimination Act, 2000
- Promotion of Administrative Justice Act, 2000
- Promotion of Access to Information Act, 2000
- Preferential Procurement Policy Framework Act, 2001
- Electronic Communications and Transactions Act, 2002
- Regulation of Interception and Provision of Communication-Related Information Act, 2002
- State Information Technology Agency Act, 1999

Part 2

Report on programme performance
by the Head of Department

REPORT OF THE HEAD OF DEPARTMENT

Voted Funds

Total amount appropriated for the financial year 2005/06

<i>Voted</i>	R48,154			
<i>Appropriation</i>	Main Appropriation	Adjusted Appropriation	Actual Amount Spent	(Over)/Under Expenditure
<i>Community Safety and Liaison – Vote 9</i>	R48,154	R48,154	R48,495	(341)
<i>Responsible MEC</i>	MEC of Transport, Community Safety and Liaison			
<i>Administering Department</i>	Community Safety and Liaison			
<i>Accounting Officer</i>	Deputy Director-General of Community Safety and Liaison			

Aim of Vote

The main aims of the Vote are to monitor police efficiency and effectiveness and promote good relations and partnerships between the police and communities in the Province and to facilitate the development and co-ordination of social crime prevention initiatives and promote and support Victim Empowerment

Key strategic objectives

Consistent with its legislative mandate, the Department identified the following key strategic objectives:

- Monitor and evaluate police service delivery and compliance with national policy standards.
- Promote democratic accountability and transparency in the police service.
- Receive, assess and process service delivery complaints against the police.
- Oversee the establishment and functioning of community policing forums at all police stations in the province.
- Enhance the capacity of community police structures to improve co-operation between the police and the community.
- Promote community dialogue in support of crime prevention initiatives.
- Create awareness and initiate programmes to recover and reduce illegal firearms.

- Develop and execute social crime prevention programmes at provincial and local level.
- Research and develop social crime prevention responses to community safety priorities.
- Promote the establishment of a Victim Support Network.
- Promote special support programmes for victims.
- Raise the awareness of protective rights among vulnerable groups.

Programme Performance

The Department currently functions with two programmes:

Programme 1: Administration

Programme 1 comprises the Office of the Head of Department, Special Projects, Security Support, Financial Management, Corporate Services and Legal Services. The main function of this programme is to develop and refine strategy, create a facilitating environment and support achieving the objectives of the Department and the roles, responsibilities and achievements of each unit within the programme are presented more fully below.

1. The Office of the Head of Department

This unit promotes communication between the Department, its stakeholders, the Ministry and the internal units of the Department, development, communication and monitoring of strategies and overall management of the Department.

One of the major activities during the year was to re-position the Department to reflect its real purpose and mission. Accordingly the focus of the Department was shifted to reflect Community Outreach and the new organisation structure implemented.

The new structure reflected the needs that the Department was required to satisfy and therefore included a completely new Civilian Oversight mechanism comprising separate directorates of Complaints Management and Service Delivery Evaluation under a Chief Directorate of Monitoring and Evaluation and directorates of Community Policing, Social Crime Prevention and Victim Empowerment under a Chief Directorate of Community Liaison.

The Complaints Management Directorate was specifically established as a new directorate to manage the role of the department as a “relief agency” where the community can voice their concerns over public safety and police service delivery / efficiency levels. Although the primary purpose of the directorate is to manage complaints and ensure that redress is obtained it is expected to provide valuable information for other directorates in the Department, the SAPS and other stakeholders.

The Victim Empowerment Management Directorate was established as a separate specialised directorate to give to ensure that there is continuous attention paid to victims and vulnerable groups. This is an area of concern to which inadequate attention has been paid in the past and will help to raise awareness amongst the communities of their rights and improve facilities for care and support of victims.

There were significant delays in filling posts because of the complex job evaluation process, despite the difficulties all the senior positions were filled within the financial year thanks to the support of the Office of the Premier and Corporate Services after that Directorate had been firmly established.

A consequence of the delays in filling senior posts was that by the time these posts were filled the Department was behind targets both in terms of service delivery and expenditure. Accordingly, innovative and special measures were implemented to ensure that service delivery targets were achieved and the budget fully and effectively spent within the financial year.

For the Department to run effectively a number of significant organisational changes were required. The initial change required consolidating two separate offices into a single Head Office in Pietermaritzburg. Accordingly, during September and October 2005, the offices in Ulundi and Durban were relocated to the new Head Office in Pietermaritzburg.

It was also necessary to revisit and consolidate the strategic planning process. Although 5 year strategic and performance plans had only recently been published for the first time during the year they were completely revised between November 2005 and January 2006. This process involved extensive internal and external consultation and resulted in plans with a thorough understanding of the service delivery environment, a clear focus and stretched targets for service delivery in the 2007/08 financial years and beyond. The new strategic and performance plans won rapid acceptance amongst the stakeholders and received commendation from other Departments addressing safety and security in South Africa.

Establishing proper facilities, having clear goals and employing the right personnel are the foundations of a successful organisation. It is equally important to ensure that management continually review the progress of the organisation towards achieving its goals, take corrective action where necessary or set higher targets so that the organisation continually operates in an optimum manner. It is also critical to realise that, although there separate structures for Monitoring and Evaluation and Civilian Oversight, there is considerable synergy between all of the directorates in the Department and the services they provide are almost entirely complementary. Accordingly, effective management and executive reporting was implemented to ensure that the Department remains on track in achieving its mission but also works in a manner that presents, as far as possible, a single face to the stakeholders and make best use of shared resources to achieve its targets.

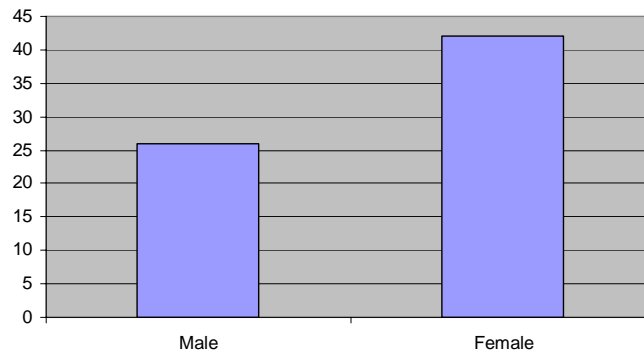
2. Directorate: Corporate Services

This directorate ensures that the Department is properly staffed in terms of skills required and employment equity targets and those personnel are managed to enable them to deliver at optimal effectiveness. Included in the Human Resources responsibilities are Training and Labour Relations (including discipline). The directorate's wide range of other activities includes developing, implementing and maintaining the internal infrastructure principally through Information Technology, Transport and Communication Management.

Human Resource Management

Despite the job evaluation delays, the majority of the structure was filled by the end of the financial year including all senior management positions. During this process the Directorate made significant progress in consolidating multiple PERSAL structures into a single structure. Consistent with national and provincial standards, the Department effectively implemented the call to place women in senior positions. 55% of management positions were filled by women as at 31 March 2006.

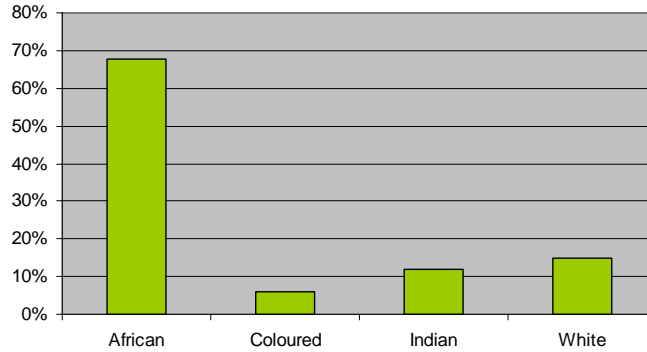
Male and Female employee numbers as at 31 March 2006.



The directorate drafted a Human Resource Management policies for submission to GPSSBC and successfully completed a skills audit and workplace skills plan. An Employee Performance Management Development system was approved and implemented and orientation workshops were developed and conducted for new staff. The directorate developed, promoted and established the Departments Service Commitment Charter, which further entrenches the Provinces Citizens Charter.

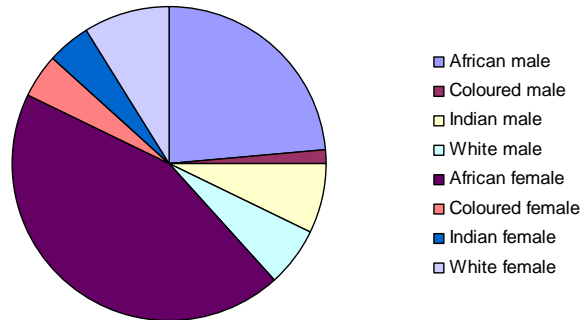
The Department has aggressively pursued a policy of promoting employment equity and gender equity in particular, whilst ensuring that there is proper representivity at all levels of management, the results of this policy is presented below.

Racial representivity in the Department as at 31 March 2006



The effectiveness of the policy of promoting employment equity and gender equity is presented in the chart below, where the strong representation of African women is clearly shown.

Representivity statistics as at 31 March 2006.



Infrastructure Management

In respect of Information Technology, the directorate commenced development of an extensive Information and Communications Technology policy, installed a single office-wide network and improved delivery of equipment to personnel, installed a comprehensive common domain e-mail system and made significant progress on developing and installing a Departmental Website.

Structures to manage the utilisation of vehicles were implemented during the year and the Communications unit was established, it will be fully implemented during the 2006/07 financial year.

3. *Directorate: Financial Management*

This directorate provides specialist advice to gain maximum use of voted funds whilst providing reliable and compliant systems and effective controls. During the year the directorate implemented new policies, systems and procedures for financial management and commenced implementation of the balanced scorecard, as part of a provincial initiative. The directorate also started implementation of Supply Chain Management, completed the conversion of BAS to the national Standard Chart of Accounts and implemented new asset management procedures and policies.

Recognising that finance cannot work in isolation from the rest of the Department and that control consciousness and compliance must pervade the organisation, the directorate hosted a number of work sessions on financial and procurement management.

4. *Directorate: Legal Services*

The objective of the Directorate is to provide specialised, effective and efficient legal services to the Department to enable it to anticipate possible legal issues, and ensure compliance with all legal requirements. The Directorate was established after the restructuring of the Department and commenced operations in mid-November 2005 after the post of Manager was filled. The key activities revolve around providing legal advice and support to the MEC and the Department, managing litigation, rendering of legal opinions and editing/drafting contracts, legislation, policies and other legal documents.

Services provided during 2005 included, most importantly, the facilitation of the administrative relationship between the Department and the Commission of Inquiry into Alleged Police Inefficiency and Ineffectiveness appointed by the Honourable Premier in 2005. The legal nature of the Commission's work, which the Department is responsible for to Cabinet, necessitated legal support.

Another critical activity to assist the MEC in judiciously exercising his powers was the audit conducted on the policing functions performed by municipalities accompanied by a legal analysis of the powers of the MEC in respect of municipal policing.

Furthermore, five complex civil and labour matters were successfully managed in the best interest of the Department. The legal input of the Directorate into the litigation process not only improved the likelihood of the positive outcome of the matters, but also contributed to substantial cost savings stemming from in-house legal opinions, advice and representation.

Of the seven legal opinions rendered for the period, the most noteworthy are the legal opinion on the powers of the MEC in respect of Community Policing in terms of the South African Police Service Act of 1995 as well as the legal opinion on the powers of the MEC in respect of Municipal Police Services and the procedures for

establishing such services. These opinions were not only of value to the MEC and the Department, but also to external stakeholders.

A number of contracts were drafted during the period, including the Sponsorship Agreements for the Provincial and Area Community Police Boards, in terms of which the Department is funding the administration costs of the Boards. The division assisted the line function managers in negotiating with the other parties in addition to drafting the agreements. Also worthy of mention is the fact that Directorate assisted the Human Resource Component by drafting the performance agreements of all senior managers and explaining the content at a workshop. This ensured that all agreements were aligned and in accordance with the Performance Plan.

Various other legal documents were edited and drafted by the Directorate during the period. The Human Resource Delegations were edited to make absolutely certain that it is in line with all relevant legal requirements. The Directorate further developed a Project Management (Approval) Tool for all departmental projects and events and drafted the Supply Chain Management and Financial Delegations to ensure the effective running of projects in accordance with budgetary obligations, departmental procedure and the Public Finance Management Act of 1999. The unit provided essential legal services to the MEC and the Department during 2005, which was evidently lacking prior to the restructuring of the Department.

4. *Directorate: Security Support Services*

This directorate designs and implements security policies and practices that are consistent with National and Provincial requirements to maintain adequate safeguarding of assets and information belonging to the Department. The directorate was staffed relatively late in the financial year and, during the short time that it was operational, it conducted presentations on Information Security as part of the induction process for newly appointed officials and prepared specifications for the procurement of the Security system for the building.

The activities of this directorate are not limited to the Department of Community Safety & Liaison and it was significantly involved in the security coordination for the preparation of the opening of the Legislature and the State of the Province Address; and supported the requests of other Provincial Departments to facilitate police services and security at their Departmental events.

5 *Directorate: Special Projects.*

The strategic focus of the Directorate: Special Projects is to promote corporate governance and provide strategic project support to the MEC and the Head of Department. In so doing the core functions of the Directorate include management and implementation of special projects together with consolidation of the achievement of departmental performance targets and timeous submission of performance reports and the co-ordination of inter-sectoral initiatives. The Manager:

Special Projects assumed duty during November 2005. The following are strategic achievements for the period December 2005 to March 2006:

With the advent of the festive season comes the added responsibility to increase resources toward ensuring peace and safety within the Province. In an attempt to encourage the members of the police force to be extra vigilant during this time, a message was drafted on behalf of the Honourable MEC and flighted on East Coast Radio, 5FM and Radio Ukhozi. A message from the MEC to the community was also advertised, urging the community to promote a safe and secure environment, avoid alcohol and drug abuse and protect, rather than abuse women and children.

In order to ensure the smooth implementation of the Re-determination of Boundaries process, whereby, Umzimkulu was incorporated into KwaZulu-Natal and Matatiele into the Eastern Cape, the Manager: Special Projects represented the Department on the Provincial Task Team. This ensured that the MEC and HOD were updated on progress and developments of key issues impacting on the Department. It also allowed the department an opportunity to provide input into the Status Quo reports on the respective areas, in liaison with SAPS and the Eastern Cape Secretariat.

In partnership with the Ethekeweni Municipality, Durban Metro Police and the International Association of Chiefs of Police (IACP), the Department organized the highly successful IACP 2nd Sub-Saharan Conference, which was held in Durban during 26 to 28 March 2006. The conference attracted approximately 500 national and international delegates. The theme of the conference was “Challenges to Policing in a Democracy” and the programme featured speakers presenting the global perspective around this theme. The Department’s participation included an exhibition focusing on sharing our best practices with the national and international delegates and a research paper on Community Policing in KwaZulu-Natal.

Programme 2: Civilian Oversight

Programme 2 comprises two Sub-Programmes, Monitoring and Evaluation and Community Liaison, each headed by a Chief Director.

The Department has set itself targets during the 2005/06 financial year and this is reflected in the overall achievement of the Department in terms of the core mandates. The details of achievements against targets are contained in the detailed discussion of programme performance that follows. That the people of the province is the Department’s number one priority is evident in the fact that, of the total of 11 outputs identified in the operational plan for 2005/06, seven outputs consist of services rendered directly to the public:

- To investigate and process service delivery complaints against the South African Police Service
- Verify the existence of Community Policing Forums.
- Evaluate capacity of CPF’s to provide services.

- Train Community Policing Forums to enhance their service delivery and reporting.
- Promote community dialogue in crime prevention initiatives
- Promote special support programs for Victims

1 Sub-programme 1: Chief Directorate - Monitoring & Evaluation

This Chief Directorate oversees the effectiveness and efficiency of police services in KwaZulu-Natal through the directorates of Service Delivery Evaluation and Complaints Management.

1 Directorate: Service Delivery Evaluation

This directorate carries out detailed monitoring of police stations against agreed standards; provide detailed reports and recommendations for improvement in police service delivery. The targets set for this directorate in terms of the strategic plan were:

Measurable objectives	Key performance indicators	Target	Actual
To monitor the South African Police Service levels of service delivery in KwaZulu-Natal	Number of police stations evaluated	60	64
	Number of follow up compliance checks	60	64
	Number of special units evaluated	4	4
	Area offices evaluated and improvements negotiated	7	7
	Number of reports on shortcomings in police service delivery with recommendations	60	75

During the year the Directorate implemented a scientifically developed tool, the National Monitoring Tool (NMT), to ensure consistent and faster evaluation of all stations. This ensures that results can be compared equitably and reliable outcomes of the audit are presented.

An initiative of the Department of Community Safety & Liaison, in partnership with Childline and the Department of Education, successfully ran a campaign against Child Abuse from 6 to 17 March 2006 across the province. This campaign reached an estimated 70 000 senior primary and early high school learners (the age group identified as most vulnerable to child abuse) at 78 schools in areas of high child abuse prevalence at:

- Edumbe,
- Vryheid,
- Ulundi,
- Empangeni,

- Jozini,
- Pietermaritzburg,
- Umbumbulu,
- Klaarwater.

These areas were selected using statistics supplied by SAPS and Childline. In addition to achieving the objectives of the Department and publicising the problems with child abuse, Childline received an additional R114 000 of funding as a result of this initiative.

To develop a harmonious working relationship with the SAPS the Department initiated and ran a relationship-building meeting with the Midlands Area Commissioner and his 45 Station Commissioners. In addition, the Department worked with the SAPS to negotiate improvements in facilities at the following police stations:

- Bishopstowe
- Taylors Halt
- Mountain Rise
- eManguzi
- Ntabamhlophe police stations;

The directorate also arranged a successful relationship-building workshop between the Department and the Independent Complaints Directorate at Riverside Hotel in Durban North on 21 July 2005 to improve integration between the two bodies. The workshop identified areas for cooperation and areas of overlap and duplication between the two organizations. Resulting from this workshop, a process of joint engagement was set in motion to harness the synergies between the two agencies and harmonise those areas of operations that overlap or duplicate one another.

The Department arranged an announced visit of the MEC for Transport, Community Safety & Liaison to Madadeni police station on 17 August 2005, which incorporated presentations by Newcastle and Osizweni police stations on the state of policing in the uThukela policing area;

A very successful Imbizo was held in Vryheid on 4 June 2005, which made a critical impact in helping to defuse tensions between farmers and farm-dwellers and between members of the community and law enforcement agencies such as the SAPS and the Department of Public Prosecutions in the area. This was followed by another meeting with community stakeholders in Vryheid on 10 June 2005, which consolidated the gains made during the initial Imbizo. These public meetings gave stakeholders a platform to release pent-up anger and frustration, which was a cathartic release for many, and for the first time initiated a process of dialogue involving all the relevant stakeholders in the area to bring about peace and reconciliation in the Abaqulusi district.

In partnership with the SAPS the Department hosted Izimbizo for the National Minister of Safety and Security on 11 June 2005 at Utrecht and Newcastle to promote Disarmament and the National Firearm Amnesty Campaign. A series of advertisements were published in the last week of June to publicize the final cut-off for the extended Firearm Amnesty period.

The Department responded to the calls for a Safety & Security Imbizo on 22 June 2005 in Bergville due to the spiralling rate of stock theft in the area and the increasing tensions created between the communities, traditional leaders and the SAPS.

The Department worked closely with the Community Safety & Liaison Portfolio Committee and the SAPS to successfully coordinate the Committee's police station visits to two Provincial stations. The first visit was undertaken in the uMzimkhulu policing area from 20-24 May 2005 and the second in the Midlands policing area from 27-29 July 2005;

In recognition of and preparation for, Child Protection Month, a Child Protection Wall Chart was published and 897 375 copies were distributed to schools and hospitals in predominantly disadvantaged areas of KwaZulu-Natal and through the mass media throughout the year. Designed to appeal to children, the chart contained important information as well as contact numbers for children in distress. The Department received overwhelmingly positive support from child protection groups, as well as members of the public, with a member of the Concerned Women's Group even presenting a copy of the wall chart to First Lady, Mrs Zanele Mbeki.

2 *Directorate: Complaints Management*

In 2005 the Department embarked on expanding this component from being a Complaints desk to a Complaints Management Directorate. A Manager and three Complaints Monitors have been employed. The main functions of the Complaints management Directorate is to deal with complaints against the police from members of the public regarding service delivery.

This directorate develops and manages systems to record and promote resolution of service delivery complaints against the SAPS. The systems also provide effective and current trend analyses to enable effective direction of policing. The Complaints Management receives written and telephonic complaints from the KZN communities and the Directorate also responds to complaints that are forwarded through the media and different newspapers. Addressing public complaints against the police forms a growing function of the Department's oversight role and requires the Department to automate the labour-intensive and time-consuming process of collecting and processing large volumes of information.

The directorate specified and started implementing a new computer system to manage complaints. This system automates the entire process of recording,

managing, controlling and following up on complaints and enables personnel within the Department to focus on the important tasks of dealing sympathetically and constructively with complainants and personal contact with the SAPS where necessary. Once populated with sufficient data the system will also provide more detailed trend analyses and other information on areas and types of difficulties experienced throughout the province. This will enable both the Department and the SAPS to focus activities in both geographic and topical areas that need urgent attention.

The nature of complaints ranges from poor investigation, lack of feedback to complainants and police negligence. The Complaints Management also received complaints which fall within the mandates of other stakeholders such as the ICD, the Public Protector, the Human Right Commission, Law Society, Prosecuting Authority and Judicial Authority.

The directorate was staffed relatively late in the financial year and had the following targets:

Measurable objectives	Key performance indicators	Target	Actual
To investigate & process service delivery complaints against the South African Police Service	Percentage. of complaints received that are finalised	80	80

The Department received 292 complaints from the community. All complaints were timeously attended to, in consultation with the South African Police Services (SAPS) and other relevant stakeholders. In line with the target set, eighty per cent of these complaints were processed.

Trend analysis

Seventy percent of the complaints received relate to the investigation of cases by SAPS Detectives Units. Poor communication between complainants and investigators has been a concern.

Complainants allege that they don't receive feedback from investigators and sometimes cases are closed without informing them.

Thirty percent of the complaints relate to the failure of SAPS Police Stations to respond timorously to community emergency complaints. This percentage also includes those complaints which fall out of the mandate of this department.

Challenges facing the SAPS

Investigators are overloaded with dockets, which often compromise the quality of investigation of cases.

The scenes of crime are not timeously protected which result to important evidence being destroyed and the collection of physical clues is not done in a satisfactory manner. Consequently suspects are acquitted in court because physical clues were destroyed at the scene or not handled properly. Conviction rate is low since cases are forwarded to court without sufficient evidence and the prosecution is declining to prosecute on those cases.

Investigators are not furnishing feedback to complainants with regard to their cases. Police stations are still not responding timorously to community emergency complaints. SAPS members always complain of not having vehicles at the Community Service Centers to attend to community calls and sometimes they say they have one vehicle which is out attending to other complaints.

This type of analysis enables the Department to liaise with the SAPS towards instituting measures that would counteract the challenges that stand in the way of effective policing in KwaZulu-Natal.

Challenges facing communities

Complainants have high expectations of the police after lodging cases with the police. They expect the police to arrest without sufficient evidence or information which empowers the police to act.

The complainants lack knowledge of certain aspects required by the justice system in order to arrest, prosecute and to convict the suspect. They do not understand the right to bail applications and the release on bail of suspect by court causes conflict between the police and the community

Complainants do not understand why some cases get withdrawn and they lack information as to what is really meant when cases get withdrawn due to insufficient evidence which can lead to prosecution.

These challenges are best addressed through the Department reaching out to the communities with public awareness campaigns and information materials which will support their education on the processes of policing and justice.

In addition to achieving the targets originally established in the Strategic plan, the Directorate formed a partnership with the ICD to strengthen oversight mechanisms on respective mandates and held complaint management forums at the:

- Newcastle Premiers Imbizo held at Majuba District Municipality on 18 August 2005.
- Nongoma Departmental Crime Imbizo on 8 October 2005.
- KZN Parliamentary Sitting held at Estcourt on 27 October 2005.
- Manguzi Departmental Crime Imbizo at KwaNgwanase on 30 October 2005.
- Departmental Crime Imbizo held at Eziqoleni on the 12 February 2006.

2 Sub-programme 2: Chief Directorate - Community Liaison

This Chief Directorate develops and manages liaison between communities and other stakeholders in the promotion of safer communities in KwaZulu-Natal through the directorates of Community Policing, Social Crime Prevention and Victim Empowerment.

1 Directorate: Community Policing

The link between the police and the community are the Community Policing Forums that are required to be established by law. The department laid the foundations for a more direct and strategic engagement with SAPS and the Community Police Forums (CPF) in KwaZulu-Natal. The Community Police structures must be at the forefront of delivery of our programmes at the local level as they know best what their crime priorities and crime challenges are.

The department encouraged the CPF structures to establish programmes in support of our vision and our strategic direction for community safety in KwaZulu-Natal. These included critical work on disarmament, HIV/AIDS prevention and continuing to facilitate community dialogue, especially in areas troubled with violence and conflict, through the Communities-in-Dialogue Programme.

This directorate responds to the constitutional mandate of promoting good relations between the police and the community, which is done through building the capacity of Community Policing Forums and facilitates their involvement in community safety and crime prevention initiatives.

Measurable objectives	Key performance indicators	Target	Actual
Verify the existence of Community Policing Forums.	Number of Community Policing Forums verified	183	183
Evaluate capacity of CPF's to provide services.	No. of Community Policing Forums evaluated	90	90
Train Community Policing Forums to enhance their service delivery and reporting.	Number of training workshops per area	1	7
	Number of training evaluations per area	7	7
	Number of projects funded with business plans	7 Areas	7 Areas
	Number of Izimbizo conducted.	4	7
	Number of conflict resolution and mediations facilitated	7	7
	Number of awareness campaigns conducted	7	7
	Number of programmes initiated	2	2

During the year the existence of 183 Community Policing Forums was verified and the capacity of 90 Community Policing Forums to provide services was evaluated. Although many are functioning there is still much to be achieved to ensure that they are utilized to their fullest extent. To achieve this the Department launched an empowerment campaign in which seven training workshops were held per policing area, as opposed to an original target of only one per area, seven training evaluations were conducted per area and seven projects were implemented in each area.

To enable the Community Policing Forums to accomplish their roles in improving the link between the public and the SAPS the directorate executed 9 Capacity building workshops were held focusing on conflict management, project management and financial management and developed and distributed CPF Toolkits to equip the Community Policing Forums to drive peace and safety in their communities.

Recognising the need for financial support for the Community Policing Forums the Department provided sponsorship for the Provincial Area Boards to enable them to execute their administrative functions. This sponsorship will be taken to all Community Policing Forums in the future to enable them to operate effectively.

Seven Izimbizo were held across the province, three more than the target of four, the first Provincial Community Policing Summit was held in December 2005 and Crime Awareness Campaigns were run at Gamalakhe on 10 June 2005, Kokstad on 24 June 2005 and Vryheid on 8 December 2005

HIV/AIDS is not only the ambit of the Department of Health, but also the responsibility of all government department and the Department of Community Safety and Liaison takes this issue seriously. In line with this approach, the Community Policing Directorate coordinated and organized a number of HIV & AIDS Campaigns in collaboration with the SAPS and Community Policing Forums structures. Three Campaigns were held in the Ulundi and Umfolozi policing areas and an HIV/AIDS awareness campaign was held at Esikhawini College on 13 August 2005 in conjunction with the SAPS and the area Community Policing Forums. These campaigns were very successful and well attended by the police and the community.

2 *Directorate: Social Crime Prevention*

This directorate develops and co-ordinates research into crime and social crime prevention initiatives to understand and address the social causes of crime.

A number of exciting innovations have been generated that are expected to fundamentally improve the impact of crime prevention in the province. This has been achieved through the performance of four major services in pursuit of the department's broad strategic goal to promote social crime prevention in the province:

- Facilitation of key community safety processes and the establishment of community safety structures
- Formulation of provincial strategies
- Design and implementation of capacity training
- Research to inform all departmental community safety work

The measurable objectives for this Directorate were:

Measurable objectives	Key performance indicators	Target	Actual
Develop and execute social crime prevention programs at provincial and local level	Number of programs developed and executed per District Municipality	4	4
Research and develop social crime prevention responses to community safety priorities	Number of Research and development projects conducted.	4	8

Youth

With youth being both a highly vulnerable, and the largest, age cohort in the province, the department continues to prioritise youth crime prevention work through a multi-faceted programme. In June 2005 the department hosted the second KwaZulu-Natal Youth Crime Prevention Summit in Durban, which was attended by youth leaders from all municipalities in the province, provincial youth formations, the United Nations and youth service providers from government departments and civil society. The summit formulated an exciting Strategic Framework, which is groundbreaking in the manner in which it aligns the Department with the Provincial Growth and Development Strategy. It is to be used to guide all departmental youth crime prevention work.

Informed by the Strategy, the department developed a partnership with the Centre for Scientific and Industrial Research (CSIR) Crime Prevention Centre, to train District Youth Coordinators, working with provincial departmental youth service providers, to lead youth safety planning in district municipalities. The training was based on a toolkit, customized for the department by the CSIR that was launched at the youth Crime Prevention Summit.

The teams to be lead by the coordinator have been trained to utilize key crime prevention techniques and approaches to identify their area's crime prevention needs and formulate strategies and plans to address them, particularly through the integrated development planning process (IDP).

Following a request from the Provincial Executive Committee, the department is working with the Human Council research Council (HSRC) and key government and civil society stakeholders to formulate a multi-agency Provincial Teenage Anti-Crime Strategy. In-depth research has been undertaken to identify what is working and what is not in addressing the scourge of teenage drug abuse. Careful attention

has been paid to ensuring meaningful inputs from teenagers themselves on how to more effectively prevent abuse among their peer group. The strategy, still to be aligned with the draft National Master Drug Plan, is set to be launched in the new financial year.

The department is part of a Provincial School Safety Task Team established by the Provincial Executive Committee in 2004. The strategy it developed was commended by the Social Cluster of the Provincial Executive Committee and is to begin provincial roll-out. Key elements of the strategy include:

- Mechanisms for improving cooperation between the police and the Department of Education
- Improved security at schools
- Increased support for School safety Committees (structures that bring all school stakeholders together to address school safety issues)
- Targeting of high risk schools for special prevention and law enforcement attention
- Monitoring of police investigations of serious school crimes to ensure prompt and effective performance

Provincial Izimbizo

Provincial Safety & Security Izimbizo were hosted in partnership with the respective municipalities and had a number of key goals, including bringing crime prevention into Integrated Development Plans as a main objective, establishing mechanisms for co-operation between local safety and security role-players, developing Community Safety Plans and promoting Public / Private Partnership Programs on Crime Prevention which directly address the needs of the communities. Successful Izimbizo were held at:

Bergville	May 2005
Umkhanyakude	May 2005
Bergville (Progress Review)	May 2005
Vryheid	June 2005
Utrecht & Madadeni	June 2005 (with National Minister)
Umkhanyakude	June 2005
Ugu (Progress Review)	June 2005
Kwa Nongoma	October 2005
Ezinqoleni	February 2006
Nkandla	February 2006

Consolidation of the Community Safety Network Structure

Key activities during the year leading to the establishment of the Community Safety Network Structure comprised:

- A Provincial Workshop on Community Safety Forums held in June 2005;
- A Community Safety Forum Conference held in February 2006; and
- Formalisation of a Project Plan to establish 3 Provincial Community Safety Forums.

As noted above, the Department has made significant progress in incorporating Safety Plans into the Integrated Development Plans of the District Municipalities, which comprised finalising Safety Plan guidelines for municipalities and running a workshop on 31 March 2006 with District Municipalities.

Moral Regeneration Programme

The Moral Regeneration Programme is part of a provincial strategy to fight crime, the Department of Community Safety & Liaison contributed to this through a Faith Based Organisations Summit held in June 2005 and a provincial “Prayer Against Crime” Day hosted before the December festive season. The “Prayer Against Crime” Day has now become an annual activity. A project to build on the success of the Faith Based Organisations Summit is now being developed with stakeholders.

Amakhosi Capacity - Building Project on local crime prevention and conflict resolution

Recognising the importance of involving community leaders in the fight against crime the Department developed a project to involve Amakhosi in leading the struggle against all forms of crime. During the year a strategy and project plan was developed that would reach the Amakhosi in a clear and effective way. This was done in conjunction with provincial tertiary institutions and is now ready for implementation. The project will commence during the 2006/2007 financial year and is likely to be completed by the end of the first half of 2007.

3 Directorate: Victim Empowerment

This directorate assumes responsibility for promoting awareness and education of rights amongst vulnerable groups and promoting the existence and development of victim support centres. The directorate focuses in particular on Children's Protective Rights, Youth, Rural Safety, Domestic Violence, Abuse of Women and works to prevent the spread of HIV/AIDS.

Measurable objectives	Key performance indicators	Target	Actual
Promote the establishment of a Victim Support Network	Number of South African Police Service Trauma Centres assessed	120	120
	Number of Non-Government Victim Support Centres assessed	7	7
Promote special support programs for Victims.	Number of programmes implemented.	4	4
Raise the awareness of protective rights amongst Vulnerable Groups.	Number of awareness campaigns conducted	3	4

The Department developed a specialist Assessment Tool to assess the establishment and existence of the Victim Friendly Facilities at police stations within the province which will provide reliable and directly comparable information from all audits and provide guidance for the improvement of facilities. Four support programmes have been implemented and four awareness campaigns conducted to promote special support programs for victims of crime and raise the awareness of protective rights among vulnerable groups.

The SAPS Victims' Charter was launched at Plessislaer Police Station on the 8th December 2005. The Service Charter for Victims of Crime in South Africa was produced and a framed English and isiZulu version of each was issued to each Police Area for display. The goal is to create awareness and inform both Police and Victims of the rights of victims in terms of the law, it is expected that these efforts will lead to greater representation of victims by the police and increased punishment and justice regarding offenders.

Specialist programmes comprised mass programmes and those aimed specifically at smaller groups. The programmes aimed at reaching a larger audience included the radio drama on "Violence Against Women and Children" which was produced by the Department and was flighted on Ukhozi FM and Radio Lotus during the 16 Days of Activism Campaign. This drama promoted awareness on violence against women and children and victim related issues.

A Children's Programme including publications covering Safety Plans for Children and Access to Justice Promoting and Protecting the Rights of Children in South Africa was published and distributed. The Fakazi Support Programme for Rape Victims was launched and an educational publication on Domestic Violence produced and distributed during August 2005.

Programmes aimed at specific groups within communities included support and provision of urgently needed food to Victims of Crime at Tugela Ferry (Kwa-Latha) on 11 & 16 December 2005 followed by a visit to uMlazi Place of Safety to provide support to vulnerable children on 20 December 2005.

An outreach programme, in partnership with ABSA and SAPS, for Siyabathanda Home (Orphanage) on 19 March 2006, where uniforms, comforters, schools bags, stationery and group games were presented and a “Bus Campaign” was successfully conducted in partnership with KZN Network on Violence against Women in Durban from 28 to 31 March 2006;

Of particular note during the 16 days of Activism were the MEC’s visits to victim’s shelters Sinthemba Shelter (Ifafa Beach), Peace Heaven (Verulam), The Sahara (Pheonix) and the Advice Desk for the Abused (Reservoir Hills). During these visits, the MEC interviewed victims to establish their needs and connect with their sufferings. This provided him with valuable additional insight into their plight and the further information and tools to highlight their cause and needs.

HIV/AIDS continues to be an area of focus for the Directorate and awareness campaigns and education of communities through Community Policing Forums were held in

KwaNongoma: May 2005

Kokstad: June 2005

Esikhaweni: August 2005

Following up on the training programme on rural safety conducted in partnership with the Independent Project Trust during October 2004, Youth Crime Prevention Pilot Projects were held during the year with the goal of running these more widely across the province during the coming financial year.

3 *Specialised activities and projects*

1 *Commission of Enquiry*

In an open display of promoting governance, accountability and transparency, the government of KwaZulu-Natal established a Commission of Inquiry into Policing in KwaZulu-Natal in March 2005. Whilst it is accepted that police are duty-bound to protect the public, they have an equal responsibility to act in a manner which supports democratic political life. This means that there has to be a balance between protecting individuals as well as groups in exercising their political rights while at the same time remaining politically impartial. The report of the Commission, to be released in 2006, is bound to have a direct influence on the oversight role of the Department.

The establishment of the commission was not without some resistance, but it persevered and went to the people to hear their voices and their concerns about policing in the province. The commission's mandate had to be extended to achieve this objective, but the result is a well researched document that will be handed to the Premier's Office.

2 *Communities in Dialogue programme*

The province is further promoting peace and stability by increasing its level of consultation with communities in conflict. The Department of Community Safety and Liaison is driving the Communities in Dialogue programme, which will be a valuable tool to build bridges among communities that have been historically divided. Communities in KwaZulu-Natal have proved to be an important repository of information on crime leading the Department to use the skills and resources of the community to provide an effective link to reduce crime, violence and fear. The programme will focus on healing the scars created by our history of politically motivated violence and deals with issues of crime & safety which divide communities in KwaZulu-Natal

Key interventions carried out under this programme include:

- Resolution of faction fights between two clans and faction fighting in the Mawane and Nkungwini areas. This intervention was held at Kwa Jali during May, July & December 2005.
- Conflict resolution with farm workers and issues of stock theft during June 2005 at Vryheid.
- Addressing the high crime rates Kwa Nongoma during October 2005.
- Dealing with family and clan conflicts over witchcraft in Wosiyana during March 2006.
- Resolution of a land conflict between Siwinile Mthandi Trust and the Inkosi at Ladysmith during March 2006.

3 *Illegal Firearm Disarmament*

The Department also led the way nationally when it launched its first Illegal Firearm Disarmament Campaign on the 6 March 2006 at Steadville Stadium in Ladysmith. The launch which was addressed by the MEC was attended by more than 10 000 people from around Ladysmith area. Thereafter the campaign was implemented throughout KwaZulu-Natal and comprised:

- 11 March 2005: Kwa Machi
- 13 March 2005: Ulundi
- 22 March 2005: Umlazi
- 24 March 2005: Kwa Mashu
- 30 March 2005: Kwa Nongoma & Esikhawini (With National Minister)
- 1 April 2005: Crushing Of Firearms
- 18 May 2005: Umlazi
- 30 October 2005: Emanguzi (With National Minister)

In terms of impact and attendance these campaigns were extremely successful and the Province was commended, by the National Minister, on having the most successful campaign in the country and a further commendation on having hosted one of the best and most aggressive Amnesty Campaigns by the National Portfolio Committee on Safety and Security.

In total, 3 323 weapons were recovered through voluntary surrender, 3 930 through amnesty and the total number of weapons destroyed since the start of the campaign in March 2003 amounted to 33 678.

Overview of the service delivery environment for 2005/06

The need to consolidate peace and stability in KwaZulu-Natal was identified in many strategic and policy priority areas. To achieve this there also has to be a good relationship and trust between communities and the police entrusted with securing their safety. In its capacity of monitoring the police and promoting good relations with the people of the province the Department of Community Safety and Liaison has a key role to play.

The Department of Community Safety and Liaison is required to develop integrated responses from all role players in safety and security. This involves extensive consultations supported by co-operative agreements between departments and institutions to ensure that the mandates of the Department are implemented.

The Department has been actively engaged in the revision of the SAPS Act, which is also examining new arrangements for Community Policing. In addition, with the continued change in crime trends and the high incidence of serious and violent crimes in the country, the South African Police Service has had to improve strategies to combat any increase in such incidences and develop measures to prevent crime. Accordingly, the Department's responsibility lies in the monitoring of the effectiveness of these new strategies as well as the evaluation of the impact of the Crime Combating Task Groups.

Social crime prevention also took on another dimension, which required that the Department focus on matters of the violation of the rights of women and children, to expand. The Department has had to examine whether policy responses such as the Anti-Rape Strategy, Protocol on Child Abuse and Sexual Harassment, provide the means for a sustained and appropriate response.

It naturally follows that these expanded responsibilities must be accompanied by a commitment from the Province towards providing the necessary resources to support the Department's policy and attainment of its strategic goals.

In terms of monitoring and oversight, the Department is required to examine troubled areas and crime statistics in the Province, and report this information to the MEC for Community Safety and Liaison and to Parliament.

The Department is currently expanding its partnerships to address provincial crime priority areas. Alignment of the Provincial Growth and Development Strategy with the Integrated Development Plans of local government is the key instrument through which the Department will provide dedicated support to assist municipalities in ensuring that sustainable social crime prevention work forms an integral part of these plans.

Capacity building of stakeholders includes training on how they can fast track the effective implementation of new safety and security-related legislation, such as the Sexual Offences Act and the Child Justice Act.

A more comprehensive budget is urgently required to expand this work from its pilot phase to cover the entire Province and to ensure that a significant number of stakeholders are capacitated to put this groundbreaking legislation into effect.

One of the major challenges to the Department is the measurement of the impact of its services on the communities of KwaZulu-Natal. Based on client feedback; significant progress is being made, however, to better measure and confirm Departmental progress; a scientific measurement system must be introduced.

Increasingly sophisticated criminal network operations, shifting operational priorities due to the changing crime environment and a lack of current information to support decision-making present many challenges to police service delivery at Provincial and local level.

Summary of Service Delivery, Organisational Environment and Challenges

The service delivery and environmental challenges faced by the Department may be summarised as:

- Inadequate harmonisation of geographic service delivery areas – between Local Government, the Department of Justice and the South African Police Service, Government departments and between Government and NGO's;
- Inadequate vertical and horizontal integration between Government agencies;
- Policy gaps following the expiry of White Paper in December 2004 pending the drafting of a new Safety and Security Act.

The Department believes that increased budgetary support is required for innovative solutions that seek to address these challenges and provides the Department with the

means to forge multi-sectoral partnerships for crime prevention. This will ultimately lead to the attraction of investment opportunities, and thereby improve the economic position of the Province.

Overview of the organisational environment for 2005/06

The year in review did not only see a name change of the Department, but also a re-positioning of the department and a change to the personnel arrangements.

The department moved away from the traditional form of management and introduced a "Team" approach. The intention was to break down organisational hierarchies, thereby resulting in shared decisions, shared results and the synthesizing of knowledge, skills and attitudes in a challenging field of practice.

In today's fast-changing, information-driven, computer-facilitated and competitive economy, new paradigms for management must be introduced to respond to the change and deliver new approaches to effective, efficient service delivery by government. The department's policy to recruit and retain expertise on civilian oversight has led to an increase in human resource strength, with the filling of all vacant Senior Management posts. Much progress was made in decreasing the vacancy rate by appointing line function and administrative personnel. From this it can be clearly deduced that this department has given priority attention to appointing the requisite service delivery personnel so that the new financial year will start on a firm footing.

Women are well represented within the department with 61% of all posts being occupied by women, and a total of 55% of women in management positions. At the senior management level, of the 13 Senior Managers appointed, 7 are female, giving women the majority of senior positions in the department.

Strategic overview and key policy developments for the 2005/06 financial year

Policy Developments

In the State of Nation Address 2005 the President acknowledged that there are crimes such as aggravated robbery and child abuse, which show an increase and that the level of crime, especially violent incidents, remains unacceptable. However, he expressed his confidence that the target to reduce the rate of contact crimes by 7-10% per year would be met.

In respect of policing for 2005, the President announced the continuation of programmes to:

- give life to the "victims' charter" through reorientation of the implementing personnel, information to citizens and, where applicable, legislation to regulate this service;

- expand the number of police areas for focused multi-disciplinary interventions from 63 to 169;
- strengthen partnerships with business and communities, including the expansion of the coverage of close-circuit television in more metropolitan centres;
- further improve law-enforcement and security at ports of entry;
- rapidly reduce the number of children in police and prison custody with emphasis on KwaZulu-Natal, Western Cape and Gauteng Provinces.

In the Budget Vote Debate of 12 April 2005 the Minister for Safety & Security stated that in the next five years the SAPS will reduce priority crimes, especially contact crimes by between 7 and 10 percent with the main thrust being crime prevention.

Furthermore, it was announced that the Independent Complaints Directorate (ICD) and the National Secretariat for Safety and Security were to be consolidated and focus only to instances of misconduct and misdemeanors by the police. This will include investigations into cases of alleged police brutality, deaths in custody and corruption.

In the State of Nation Address on 3 February 2006, the President announced that government will continue to focus on the critical challenge of further improving the criminal justice system with the focus on integrated law enforcement operations in priority areas, reducing the number of illegal firearms, reducing drug trafficking and substance abuse, and implementing social crime prevention measures.

Responding to these policy directives, the Government Programme of Action for 2006, in as far as it relates to safety and security issues, contains the following:

Crime Prevention and Public Safety

- Contact crimes reduced by 7-10% per annum, with a major focus on social crime prevention, integrated law enforcement operations and the reduction of repeat offending
- Implement Social Crime Prevention Measures
- Align development in the 169 priority police station areas with URP and ISDRP, Project Consolidate and informal settlement upgrading. Select 15 priority areas to pilot implementation of developmental projects, guided by the socio-graphic profiles
- Expand installation of CCTV monitors in Metropolitan Areas and other municipalities
- Sustain crime prevention awareness campaigns, prioritising the 169 priority police station areas, and giving priority attention to the role of society in rehabilitation of offenders.
- Improve safety in public transport and the relevant facilities – taxi ranks, train stations.
- Focus on and improve safety in tourism hotspots
- Present the Socio Graphic Profiles of the 169 priority police stations to provincial and local government authorities for purposes of developing and implementing appropriate developmental projects
- Conduct implementation planning workshops with the local and provincial government

- Present the development programmes to Cabinet and the President's Coordinating Council
- Partnerships with Organs of Civil Society and Communities
- Establish liaison for the entire cluster with communities and organs of civil society, for partnership in crime prevention and a greater role of society in rehabilitation of offenders
- Implement Rural Safety Plans
- Implement initiatives directed at preventing crimes against women and children
- Integrated Law Enforcement Operations
- Implement the provisions of the Firearms Control Act and sustain interventions to confiscate and destroy illegal firearms
- Target the priority police station areas and in the borders, both ports of entry and the border line
- Give priority to repeat offenders, notably with respect to serious and violent crimes
- Improve investigations and case cycle times in the priority police station areas
- Reduce illegal drugs and substance abuse, and finalise the National Drug Master Plan

Organised Crime Syndicates

- Fight corruption in public sector and society at large
- Target organised crime syndicates
- International Cooperation on Crime Combating
- International and cross border and regional Operations e.g. Operation Morogoro
- Assistance in building capacity in Africa in the field of witness protection

Improving Effectiveness of the Criminal Justice System

- Enhancing the Capacity of the Cluster Departments
- Increase the number of police officers to 152 000 in 2005/06
- Restructure and transfer requisite management skills to the police station level
- Phase out the Commando system, replacing it with a revised SAPS reservist system
- Produce report on state of readiness and effectiveness of disaster management systems and institutions
- Develop capacity to enable the cluster to manage cluster programmes and activities
- JCPS Transformation and Modernisation Projects
- Establish JCPS coordinating structures at provincial and local government levels
- Develop proposals regarding the rationalisation of the various police services into a single national police service
- Conduct an audit and propose appropriate corrective measures of the number of cases the SAPS investigates against the number of cases that are eventually referred for prosecution.
- Clusters and departments to attend to operational matters, including definition of department roles and responsibilities, regarding secure care facilities for children in conflict with the law, and the plight of homeless children, as part of social crime prevention
- Build police stations and courts in under-developed urban and rural areas

Upholding National Security

- Border Control and Security
- Align border control and security strategy with strategies to promote trade, tourism and development, and improve coordination
- Sustain the construction and upgrading of ports of entry, including upgrading of outdated border control technology, with improved satellite and electronic surveillance systems
- Standardise Operating Procedures and Skills Development
- Implement exit and entry strategy regarding responsibility for the country's borderline, in order to enhance security at ports of entry
- Implementation of multi-pronged strategy to deal with breaches of the Regulation of Foreign Military Assistance Act

Major Events

- Implement the security plan for the Local Government elections
- Continuous safety and security planning for 2010 Soccer World Cup

With reference to the Department of Community Safety & Liaison in particular, the Premier, in his State of the Province Address on 8 February 2006, indicated that the concept, “Communities-in-Dialogue”, must be promoted to bring closure to the Province’s history of politically motivated violence.

Legislative Developments

No primary legislation relating to Safety & Security was enacted during the year, however, a number of Bills and Regulations relating to the safety and security environment came into being.

The Firearms Control Amendment Bill 2006 was published for public comment on 26 February 2006. The Bill mainly seeks to address inconsistencies in the Act, remove impractical and inequitable provisions and to streamline the structure of the Act. Furthermore, the Firearms Control Regulations of 2004 were amended on 16 September 2006 to, amongst other things; cater more fully for security service providers and administrators of estates.

The draft Explosives Regulations in terms of the Explosives Act, 2003(Act No. 15 of 2003) were also published for general information. It deals with the authorisation and classification of explosives, registration of users, manufacturers, importers, exporters, dealers, transporters and brokers, the packing, marking and labeling of explosives, the import and export of explosives, the transport, storage and sale of explosives, the use of blasting explosives, fireworks and related issues.

South African Police Service Regulations in respect of the implementation of the Code of Conduct for Members as well as Discipline were issued during the year.

The proposed National Policing Standards on Domestic Violence for Municipal Police Services were published for comment on 4 November 2005 and finally issued on 3 March 2006. These standards include duties of members to assist complainants to find shelter and medical attention, secure scenes of domestic violence and advise complainants of applicable rights and procedures. It also deals with complaints of non-compliance against members and the power of the Independent Complaints Directorate to investigate such complaints. Related to this, National Instruction 7/1999, setting out the obligations of members of the SAPS in respect of domestic violence matters and directions on how to respond to a complaint of domestic violence in line with the standards applicable to Municipal Police Services was also updated.

The draft Second-Hand Goods Bill of 2005 was published for comment on 28 October 2005. The Bill seeks to regulate the business of pawnbrokers and dealers in second-hand goods, to limit the trade in stolen goods and to promote ethical standards in the second-hand goods trade.

Finally, the Minister of Health published draft Regulations Regarding the Rendering of Forensic Pathology Services in terms of section 90(1) of the National Health Act of 2003, for public comment.

Departmental revenue, expenditure, and other specific topics

Collection of departmental revenue

The Department of Community Safety and Liaison does not have a revenue generating and collection mandate *per se*. The only two sources of revenue for the Department consist of commissions earned on the collection of insurance premiums and the collection of rent for state owned housing. With the Department relocating its head office from Ulundi to Pietermaritzburg the rental on state owned housing will also disappear.

The impact that this loss of revenue source would have on the Department was already discounted into the target set for 2005/06, however, due to delays in staff members finding suitable accommodation for their families in Pietermaritzburg actual collections exceeded target. This, however, is deemed to be a temporary phenomenon which will come to an end in the foreseeable future.

	2002/03 Actual	2003/04 Actual	2004/05 Actual	2005/06 Target	2005/06 Actual	% deviation from target
Non-tax revenue						
Insurance Commissions and Rental payments	2	8	22	4	12	300,0
TOTAL DEPARTMENTAL RECEIPTS	2	8	22	4	12	300,0

Departmental expenditure

During the year under review the Department underwent major transformation and growth in order to fulfil its new mandate. Part of this growth consisted of the appointment of a number of new staff members in both programmes in the Department.

During the course of the year it became apparent that the Department would not be able to effect the appointments in all vacancies and bring new staff members on line in time to achieve its targets. It was thus decided to reallocate potential savings from compensation of employees to goods and services, thereby enhancing service delivery by the Department.

This exercise did not influence the total amount appropriated to the Department as it consisted of an internal reallocation of funds.

Programmes	Voted for 2005/06	Roll-overs and adjustments	Virement	Total voted	Actual Expenditure	Variance
Programme 1.	19,654	0	(950)	18,704	18,704	0
Programme 2.	28,500	0	950	29,450	29,791	(341)
Total	4, 154	0	0	48,154	48,495	(341)

Transfer payments

Transfer payments amounting to R29,000 were made by the Department to Local Government in the form of RSC levies.

Conditional grants and earmarked funds

The Department did not receive any grants or earmarked funds nor did it affect the transfer of such funds to any institution.

Capital investment, maintenance and asset management plan

The Department did not invest in any fixed assets during the year under review nor does it own any fixed assets. The office accommodation occupied by the Department is either rented or shared with other departments as a minority occupant.

In view of the above the Department does not have any maintenance obligations for the maintenance of property assets.

The asset base of the Department consists of motor vehicles, computer equipment and office furniture and equipment. During the year the asset base of the Department expanded significantly due to the acquisition of additional office furniture and computer equipment for newly appointed staff members.

The capital stock of the Department is, in general, in a good condition and requires no additional maintenance or replacement. The Department utilizes the HARDCAT asset management system, which includes the asset register, and acquisition and disposal of assets is regulated by the Supply Chain Management system.

Part 3

Report of Audit Committee

REPORT OF AUDIT COMMITTEE VOTE 9 – COMMUNITY SAFETY AND LIAISON

We are pleased to present our report for the financial year ended 31 March 2006.

Audit Committee Members and Attendance:

The Audit Committee consists of the members listed hereunder and met 6 times as per its approved terms of reference.

Name of Member	Number of Meetings Attended
R Morar (Chairman)	5
BP Campbell	6
BS Khuzwayo (Adv)	6
ADK Leisegang	6
DSD Shabalala	1
RW Green-Thompson (Prof)	1

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 as stated below:

The Effectiveness of Internal Control

Our review revealed that the department has implemented systems of internal control for certain areas of its operations. Weaknesses in such systems of internal control that were identified by the Internal Audit have been raised with the Department of Community Safety and Liaison.

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

We cannot comment on the content and quality of monthly and quarterly reports prepared and issued by the Accounting Officer and the Department during the year under review.

We have:

- Not reviewed the audited annual financial statements to be included in the annual report;
- Not taken into consideration the Auditor-General's management letter and management response; as these documents were not made available to the Committee;
- Not reviewed changes in accounting policies and practices.

We accept the conclusions of the Auditor-General on the annual financial statements and are of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.

R MORAR

Chairman: On behalf of the Audit Committee

Date: 15 August 2006

Part 4

Annual Financial Statements

ANNUAL FINANCIAL STATEMENTS

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REPORT OF ACCOUNTING OFFICER

General review of the state of affairs

The year under review has been one of significant change and growth for the Department, this report presents a summary of the events and their implications on the Annual Financial Statements.

Programme growth and expenditure

Expenditure increased significantly compared with prior years and the Department succeeded in spending the full voted amount for the year

<i>Expenditure by programme</i>	<i>2005/06</i>	<i>2004/05</i>	<i>Increase/ (Decrease)</i>
Programme 1: Administration	18,342	6,830	11,512
Programme 2: Civilian Oversight	29,812	10,240	19,542
Total	48,495	17,070	31,425

The budget for the financial year increased to R48 154 000 from R17 070 000 in the prior year, an increase of over 180%.

<i>Expenditure by programme</i>	<i>2005/06</i>	<i>Budget</i>	<i>Under/(Over) expenditure</i>	<i>Percentage variance</i>
Programme 1: Administration	18,342	18,342	0	0
Programme 2: Civilian Oversight	29,812	29,153	(341)	1,2
Total	48,495	48,154	(341)	0,7

The delays in staffing the Department resulted in expenditure being very slow during the early part of the year but, as staff were employed and orientation completed, expenditure increased significantly and the Department overspent by R341 000 at the end of the financial year.

As a number of posts remained unfilled at the end of the year, expenditure on personnel was below the amount projected during the adjustment estimates but expenditure on goods and services and capital exceeded projections.

Internal Restructuring

The structure of Programme 2: Civilian Oversight was completely reviewed during the year to obtain greater focus in operations and synergies between the various directorates.

Personnel

The staff complement has grown from 41 as at 1 April 2005 to 69 as at 31 March 2006. This was a difficult process because it involved restructuring the Department almost entirely and re-grading posts to enable the new structure to operate effectively. As a consequence, posts were not filled as early as expected and new staff only came into the Department from September 2005 onwards. This resulted in significant under-

expenditure on personnel costs compared with the original budget and consequently R8 187 000 was transferred from Compensation of Employees to Goods and Services during the adjustment estimates.

A limited number of posts remained unfilled at the year end and the majority of those were filled subsequently.

Relocation of Head Office

During September and October 2005 the Department consolidated its offices in Pietermaritzburg from the previous offices in Durban and Ulundi. This resulted in set up costs being incurred, that will not recur amounting to R3 593 000, and the introduction of recurrent costs such as rental of premises, electricity and water charges that had previously been shared with other Departments in Truro House. The additional recurrent cost is approximately R3 128 000 per annum. With the introduction of the new Head Office and the increase in personnel there was a critical need to inject capital into the Department and consequently an additional amount of R1 167 000 was provided during the adjustment estimates to allow for additional computer equipment, motor vehicles and furniture.

Service Delivery Challenges

The delays in filling posts referred to above, together with the need for training of new staff members, gave rise to significant challenges in service delivery and resulted in targets being achieved considerably later than had been projected in the operational plan of the Department. Once the posts were filled, the Department worked hard to catch up with delayed service delivery targets and these were achieved by the year end.

Community Policing Forums

Community Policing Forums are a key element in providing interaction between the communities and the South African Police Service and provide an important linkage between the Department and the communities.

Prior to the current financial year the forums were not well established, principally due to the lack of proper funding and direction. In prior years the Department had made transfer payments to the forums via area boards, however, this approach resulted in delays in delivering funding to the individual forums. During 2005 the Department adopted an approach of sponsoring the forums directly so that their basic needs were provided for and they would have a secure base to operate from. This approach has been very successful and the forums are now operating effectively. The financial consequence of this change in strategy was to shift R3 000 000 originally provided for as Transfer Payments in the budget to Goods and Services.

Station Monitoring

This activity evaluates police stations throughout the Province according to pre-determined and agreed criteria. Parts of this function were carried out through external service providers during the year to meet the performance targets of the Department and to identify more rapid ways of completing the reviews that could be used by the Department in the future.

Complaints Management

Complaints management is a key activity in identifying the nature and trends in safety related issues and police response to those. The Department ordered a computerised system to ensure effective tracking of complaints and reliable trend analysis and reporting.

Commission of Inquiry into Alleged Police Inefficiency and Ineffectiveness in KwaZulu-Natal

The Commission has made progress during the year and is expected to release its final report in late 2006. The cost of the Commission, which is funded by the Department of Community Safety & Liaison, during the 2005/2006 financial year amounted to R5 310 000.

Services rendered by the Department

The core functions of the Department are to:

- Promote democratic accountability and transparency in the police service;
- Promote good relations and establish partnerships between the police and the communities;
- Direct the South African Police Service towards effectively addressing provincial needs and priorities;
- Facilitate the development and coordination of social crime prevention initiatives;
- Promote and support Victim Empowerment.

These services are provided to communities, individuals and appropriate organisations at no charge.

Tariff policy

The Department does not charge fees as it operates under a constitutional mandate to provide oversight services.

Free services

In accordance with its mandate, the services of the Department are provided to the communities and stakeholders without charge. No internal services, for which a charge should have been raised, were provided free during the year.

Capacity constraints

The capacity constraints faced by the Department during the year and the measures taken to address those are presented earlier in this report. However, the Department continues to suffer capacity constraints in the administrative functions of the Department, principally Finance and Human Resource Management. This was principally because it proved to be extremely difficult to obtain suitably qualified and experienced staff at a time of a general skills shortage.

Utilisation of donor funds

The Department received no donor funds during the year.

Trading and public entities

The Department has no trading or public entities.

Organisations to whom transfer payments have been made

Transfer payments in respect of Regional Services Council levies were made to Ethekwini Metro and Umsinduzi Municipality.

Public Private Partnerships

The Department has no public private partnerships.

Corporate governance arrangements

The Department has grown significantly in the past year but staffing of the finance function, including internal control and risk management, did not grow at a commensurate rate. Consequently, the Department utilised the services of the Provincial Internal Audit Unit and external service providers to manage risk.

Risk Management

The following risk management procedures were in place during the year:

- The External Audit Committee is managed by the Provincial Treasury on behalf of the entire Province;
- A detailed risk assessment was carried out by the Provincial Internal Audit Unit and the recommendations arising from that are being addressed; and
- A detailed systems review was completed and the subsequent recommendations are being implemented.

Conflict of interest

Conflict of interest arises principally through the procurement process and the implementation of Supply Chain Management, with its emphasis on effective division of duty, will ensure that conflicts of interest are minimised.

Changes in risk management approach

The Department will continue to use the Provincial Internal Audit Unit in the future unless growth reaches the point where that unit cannot provide the required support. However, the following changes are intended for 2006/07:

- The Internal Control and Risk Management unit, which is provided for in the structure, will be re-introduced; and
- An Audit Steering Committee, comprising representatives of the Auditor-General, the Provincial Internal Audit Unit and senior internal management will be implemented. The purpose of this will be to ensure that all risks are addressed and, where

recommendations are made by the auditors, that these are evaluated and implemented appropriately.

Discontinued activities and activities to be discontinued

The Department has not discontinued any activities during the year under review nor does it expect any activities to be discontinued in the coming year.

New and proposed activities

The Department expects an expansion of its existing activities in terms of its mandate and this will include refinement of existing activities where appropriate. The Department will manage the “Communities in Dialogue” programme announced by the Honourable Premier during the State of the Province address on 8 February 2006.

Events after the reporting date

There were no significant events after the reporting date that would alter the understanding of the Annual Financial Statements as at 31 March 2006.

Inventories

The Department provides services rather than goods and consequently carries no inventory other than consumable items for internal use.

Parliamentary Public Accounts Committee

There were no resolutions by the Parliamentary Public Accounts Committee requiring response by the Department during the year. The responses to the resolutions issued during the prior year were accepted subject to the Committee reviewing the Annual Financial Statements and report of the Auditor-General for the 2004/2005 financial year, which have been presented to the Committee.

The Committee requested a report on the status of the management letter issued by the Auditor-General following the 2004/2005 audit, this report has been provided by the Department.

Approval

The Annual Financial Statements on pages 35 to 66 were approved on 31 May 2006.

**MS Y E BACUS
HEAD OF DEPARTMENT
31 MAY 2006**

**REPORT OF THE AUDITOR-GENERAL TO THE KWAZULU-NATAL
PROVINCIAL LEGISLATURE ON THE FINANCIAL STATEMENTS OF VOTE 9
– DEPARTMENT OF COMMUNITY SAFETY AND SECURITY FOR THE YEAR
ENDED 31 MARCH 2006**

1. AUDIT ASSIGNMENT

The financial statements as set out on pages ... to ..., for the year ended 31 March 2006, have been audited in terms of section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), read with sections 4 and 20 of the Public Audit Act, 2004 (Act No. 25 of 2004). The fixed asset opening balances have not been audited because of the timing of guidance from the National Treasury to the departments relating to the treatment, valuation and disclosure of fixed assets. These financial statements are the responsibility of the accounting officer. My responsibility is to express an opinion on these financial statements, based on the audit.

2. SCOPE

The audit was conducted in accordance with the International Standards on Auditing read with *General Notice 544 of 2006*, issued in *Government Gazette* no. 28723 of 10 April 2006 and *General Notice 808 of 2006*, issued in *Government Gazette* no. 28954 of 23 June 2006. Those standards require that I plan and perform the audit to obtain reasonable assurance that the financial statements are free of material misstatement.

An audit includes:

- examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements
- assessing the accounting principles used and significant estimates made by management
- evaluating the overall financial statement presentation.

I believe that the audit provides a reasonable basis for my opinion.

3. BASIS OF ACCOUNTING

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

4. AUDIT OPINION

In my opinion the financial statements present fairly, in all material respects, the financial position of the Department of Community Safety and Liaison at 31 March 2006 and the results of its operations and cash flows for the year then ended, in accordance with the

modified cash basis of accounting determined by the National Treasury of South Africa, as described in the accounting policy 1 of the financial statements, and in the manner required by the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA).

5. EMPHASIS OF MATTER

Without qualifying the audit opinion, attention is drawn to the following matters:

5.1 Irregular expenditure

Attention is drawn to disclosure note 32 to the financial statements where an amount of R4,18 million is disclosed as irregular expenditure. Included in this amount are payments amounting to R2,50 million to different suppliers, which were made in contravention of section 5(1)(a) of the KwaZulu-Natal Procurement Act No. 3 of 2001. No progress of investigations/efforts undertaken to recover the opening balance of R1,68 million was reported.

5.2 Unauthorised expenditure

Attention is drawn to note 11 to the financial statements where an amount of R1,10 million is disclosed as unauthorised expenditure. Of this amount R341 000 resulted from over-expenditure under programme 2 in the current year.

5.3 Human resource management - Vacancy rate

The department experienced an overall vacancy rate of 32 percent as at 31 March 2006. This exceeded the general norm of five percent.

5.4 Supply chain management

It was noted that the department had not fully implemented the supply chain management system as required in terms of the framework for supply chain management that was approved by the Minister of Finance in terms of section 76(4) of the PFMA. The following shortcomings were noted:

- The definition of the organisational structure has been approved but not yet implemented as posts have not been evaluated.
- The definition of the new department-specific delegations has not been finalised.

5.5 Internal control weakness

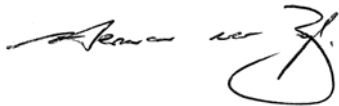
During the audit it was evident that some of the key controls were either poor or non-existent and that management supervision and independent reviews were

found to be lacking. As a result of this the implemented controls were not always adequately monitored to ensure that they operated as designed and that delegated responsibilities had been properly discharged. The following areas were of concern:

- Proof that goods and services paid for were actually received by the department could not be provided. Management subsequently signed documentation acknowledging receipt.
- Invoices not paid within 30 days from the invoice date.
- Suspense accounts were not cleared on a monthly basis, resulting in debit and credit balances of R53 000 and R89 000, respectively, which were not cleared at year-end.
- Goods and services were procured without following the prescribed quotation/tendering process and subsequently causing irregular expenditure (also refer to paragraph 5.1 above).

6. APPRECIATION

The assistance rendered by the staff of the Department of Community Safety and Liaison during the audit is sincerely appreciated.



H van Zyl *for* Auditor-General

Pietermaritzburg

4 August 2006



AUDITOR-GENERAL

**STATEMENT OF ACCOUNTING POLICIES AND RELATED MATTERS FOR
THE YEAR ENDED 31 MARCH 2006**

STATEMENT OF ACCOUNTING POLICIES AND RELATED MATTERS FOR THE YEAR ENDED 31 MARCH 2006

The Annual 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 Annual 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 for Departments and Constitutional Institutions issued in terms of the Act.

1. *Basis of preparation*

The Annual Financial Statements have been prepared on a modified cash basis of accounting, except where stated otherwise. The modified cash basis constitutes the cash basis of accounting supplemented with additional disclosure items. Under the cash basis of accounting transactions and other events are recognised when cash is received or paid. Under the accrual basis of accounting transactions and other events are recognised when incurred and not when cash is received or paid.

The financial statements are presented in thousands of South African Rands.

2. *Revenue*

Appropriated funds

Voted funds are the amounts appropriated to a department in accordance with the final budget known as the Adjusted Estimates of National/Provincial Expenditure. Unexpended voted funds are surrendered to the National/Provincial Revenue Fund, unless otherwise stated.

Departmental revenue

Tax revenue

A tax receipt is defined as compulsory, irrecoverable revenue collected by entities. Tax receipts are recognised as revenue in the statement of financial performance on receipt of the funds.

Sale of goods and services other than capital assets

This comprises the proceeds from the sale of goods and/or services produced by the entity. Revenue is recognised in the statement of financial performance on receipt of the funds.

Fines, penalties and forfeits

Fines, penalties and forfeits are compulsory receipts imposed by court or quasi-judicial body. Revenue is recognised in the statement of financial performance on receipt of the funds.

Interest, dividends and rent on land

Interest and dividends received are recognised upon receipt of the funds, and no provision is made for interest or dividends receivable from the last receipt date to the end of the reporting period. They are recognised as revenue in the Statement of Financial Performance of the department and then transferred to the National/Provincial Revenue Fund.

Revenue received from the rent of land is recognised in the statement of financial performance on receipt of the funds.

Sale of capital assets

The proceeds from the sale of capital assets is recognised as revenue in the statement of financial performance on receipt of the funds.

Financial transactions in assets and liabilities

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

Cheques issued in previous accounting periods that expire before being banked are recognised as revenue in the statement of financial performance when the cheque becomes stale. When the cheque is reissued the payment is made from Revenue.

3. Expenditure**Compensation of employees**

Salaries and wages comprise payments to employees. Salaries and wages are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system. The expenditure is classified as capital where the employees were involved, on a full time basis, on capital projects during the financial year. All other payments are classified as current expense.

Social contributions include the entities' contribution to social insurance schemes paid on behalf of the employee. Social contributions are recognised as an expense in the Statement of Financial Performance when the final authorisation for payment is effected on the system.

Short-term employee benefits

The cost of short-term employee benefits is expensed in the Statement of Financial Performance in the reporting period when the final authorisation for payment is effected on the system. Short-term employee benefits, that give rise to a present legal or constructive obligation are disclosed as a disclosure note to the Annual Financial Statements and are not recognised in the Statement of Financial Performance.

Long-term employee benefits and other post employment benefits***Termination benefits***

Termination benefits are recognised and expensed only when the final authorisation for payment is effected on the system.

Medical benefits

The department provides medical benefits for its employees through defined benefit plans. Employer contributions to the fund are incurred when the final authorisation for payment is effected on the system. No provision is made for medical benefits in the Annual Financial Statements of the department.

Post employment retirement benefits

The department provides retirement benefits for certain of its employees through a defined benefit plan for government employees. These benefits are funded by both employer and employee contributions. Employer contributions to the fund are expensed when the final authorisation for payment to the fund is effected on the system. No provision is made for retirement benefits in the Annual Financial Statements of the department. Any potential liabilities are disclosed in the Annual Financial Statements of the National/Provincial Revenue Fund and not in the Annual Financial Statements of the employer department.

Other employee benefits

Obligations arising from leave entitlement, thirteenth cheque and performance bonus that are reflected in the disclosure notes have not been paid for at year-end.

Goods and services

Payments made for goods and/or services are recognised as an expense in the Statement of Financial Performance when the final authorisation for payment is effected on the system. The expense is classified as capital if the goods and services were used on a capital project.

Interest and rent on land

Interest and rental payments resulting from the use of land, are recognised as an expense in the Statement of Financial Performance when the final authorisation for payment is effected on the system. This item excludes rental on the use of buildings or other fixed structures.

Financial transactions in assets and liabilities

Financial transactions in assets and liabilities include bad debts written off. Debts are written off when identified as irrecoverable. Debts written-off are limited to the amount of savings and/or underspending available to the department. The write off occurs at year-end or when funds are available. No provision is made for irrecoverable amounts.

Unauthorised expenditure

Unauthorised expenditure is defined as:

- The overspending of a vote or a main division within a vote, or
- Expenditure that was not made in accordance with the purpose of a vote or, in the case of a main division, not in accordance with the purpose of the main division.

Such expenditure is treated as a current asset in the Statement of Financial Position until such expenditure is approved by the relevant authority, recovered or written off as irrecoverable.

Irregular expenditure

Irregular expenditure, is defined as expenditure, other than unauthorised expenditure, incurred in contravention or not in accordance with a requirement of any applicable legislation, including:

- the Public Finance Management Act
- the State Tender Board Act, or any regulations made in terms of this act, or
- any provincial legislation providing for procurement procedures in that provincial government.

It is treated as expenditure in the Statement of Financial Performance. If such expenditure is not condoned and it is possibly recoverable it is disclosed as receivable in the Statement of Financial Position at year-end.

Fruitless and wasteful expenditure

Fruitless and wasteful expenditure, is defined as expenditure that was made in vain and would have been avoided had reasonable care been exercised, therefore

- it must be recovered from a responsible official (a debtor account should be raised), or
- the vote. (If responsibility cannot be determined.)

Such expenditure is treated as a current asset in the Statement of Financial Position until such expenditure is recovered from the responsible official or written off as irrecoverable.

4. Transfers and subsidies

Transfers and subsidies include all irrecoverable payments made by the entity. Transfers and subsidies are recognised as an expense when the final authorisation for payment is effected on the system.

5. Expenditure for capital assets

Capital assets are assets that can be used repeatedly and continuously in production for more than one year. Payments made for capital assets are recognised as an expense in the Statement of Financial Performance when the final authorisation for payment is effected on the system.

6. Investments

Investments include; Investments in Associates; Joint ventures; Investments in controlled entities and Other investments.

Investments are shown at cost. On disposal of an investment, the surplus/(deficit) is recognised as revenue in the Statement of Financial Performance.

7. Receivables

Receivables are not normally recognised under the modified cash basis of accounting. However, receivables included in the Statement of Financial Position arise from cash payments that are recoverable from another party, when the payments are made.

Receivables for services delivered are not recognised in the Statement of Financial Position as a current asset or as income in the Statement of Financial Performance, as the Annual Financial Statements are prepared on a modified cash basis of

accounting, but are disclosed separately as part of the disclosure notes to enhance the usefulness of the Annual Financial Statements.

8. Cash and cash equivalents

Cash and cash equivalents consists of cash on hand and balances with banks, short term investments in money market instruments and demand deposits. Cash equivalents are short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

9. Payables

Payables are not normally recognised under the modified cash basis of accounting. However, payables included in the Statement of Financial Position arise from advances received that are due to the Provincial/National Revenue Fund or another party.

10. Lease commitments

Lease commitments for the period remaining from the reporting date until the end of the lease contract are disclosed as part of the disclosure notes to the Annual Financial Statements. These commitments are not recognised in the Statement of Financial Position as a liability or as expenditure in the Statement of Financial Performance as the Annual Financial Statements are prepared on the cash basis of accounting. Operating lease expenditure is expensed when the payment is made.

Finance lease expenditure is expensed when the payment is made, but results in the acquisition of the asset under the lease agreement. A finance lease is not allowed in terms of the Public Finance Management Act.

11. Accruals

This amount represents goods/services that have been received, but no invoice has been received from the supplier at the reporting date, OR an invoice has been received but final authorisation for payment has not been effected on the system. These amounts are not recognised in the Statement of Financial Position as a liability or as expenditure in the Statement of Financial Performance as the Annual Financial Statements are prepared on a modified cash basis of accounting, but are however disclosed as part of the disclosure notes.

12. Contingent liability

This is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain

future events not wholly within the control of the department; or a present obligation that arises from past events but is not recognised because:

- it is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability

Contingent liabilities are not recognised in the Statement of Financial position, but the information is disclosed as part of the disclosure notes.

13. Commitments

This amount represents goods/services that have been approved and/or contracted, but no delivery has taken place at the reporting date. These amounts are not recognised in the Statement of financial position as a liability or as expenditure in the Statement of Financial Performance as the Annual Financial Statements are prepared on a modified cash basis of accounting, but are however disclosed as part of the disclosure notes.

14. Capitalisation reserve

The capitalisation reserve represents an amount equal to the value of the investment and/or loans capitalised. On disposal, repayment or recovery, such amounts are transferred to the Revenue Fund.

15. Recoverable revenue

Recoverable revenue represents payments made and recognised in the Statement of Financial Performance as an expense in previous years due to non-performance in accordance with an agreement, which have now become recoverable from a debtor. Repayments are transferred to the Revenue Fund as and when the repayment is received.

APPROPRIATION STATEMENT
for the year ended 31 March 2006
APPROPRIATION PER 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
1. Administration									
Current payment	16,940	-	(387)	16,553	15,591	962	94.2%	7,245	6,799
Transfers and subsidies	25	-	-	25	16	9	64.0%	54	11
Payment for capital assets	1,764	-	-	1,764	2,735	(971)	155.0%	90	20
2. Civilian Oversight									
Current payment	29,150	-	387	29,537	29,938	(401)	101.4%	9,181	9,828
Transfers and subsidies	73	-	-	73	13	60	17.8%	283	284
Payment for capital assets	202	-	-	202	202	-	100.0%	274	128
Subtotal	48,154	-	-	48,154	48,495	(341)	100.7%	17,127	17,070
Statutory Appropriation									
Current payments				-		-	0.0%		
Transfers and subsidies				-		-	0.0%		
Payment for capital assets				-		-	0.0%		
Total	48,154	-	-	48,154	48,495	(341)	100.7%	17,127	17,070

Reconciliation with Statement of Financial Performance

Add: Prior year unauthorised expenditure approved with funding
Departmental receipts
Local and foreign aid assistance

Actual amounts per Statement of Financial Performance (Total Revenue)

Add: Local and foreign aid assistance
Prior year unauthorised expenditure approved
Prior year fruitless and wasteful expenditure authorised

Actual amounts per Statement of Financial Performance (Expenditure)

12		22	
48,166		17,149	
	48,495		17,070

APPROPRIATION STATEMENT
for the year ended 31 March 2006

APPROPRIATION BY ECONOMIC CLASSIFICATION

	2005/06							2004/05	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
Current payments									
Compensation of employees	11,456	-	-	11,456	10,556	900	92.1%	9,451	8,829
Goods and services	34,634	-	-	34,634	34,973	(339)	101.0%	6,975	7,798
Transfers & subsidies									
Provinces & municipalities	98	-	-	98	29	69	29.6%	67	25
Households	-	-	-	-	-	-	0.0%	270	270
Payment for capital assets									
Buildings & other fixed structures	-	-	-	-	-	-	0.0%	-	-
Machinery & equipment	1,966	-	-	1,966	2,937	(971)	149.4%	364	148
Total	48,154	-	-	48,154	48,495	(341)	100.7%	17,127	17,070

APPROPRIATION STATEMENT
for the year ended 31 March 2006

APPROPRIATION STATEMENT: PROGRAMME 1 - ADMINISTRATION

PROGRAMME	2005/06							2004/05	
	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
Management									
Current payment	16,940		(387)	16 553	15 591	962	94.2%	7 245	6 799
Transfers and subsidies	25		-	25	16	9	64.0%	54	11
Payment for capital assets	1 764		-	1 764	2 735	(971)	155.0%	90	20
Total	18,729	-	(387)	18 342	18 342	-	100.0%	7 389	6 830

BY ECONOMIC CLASSIFICATION

Current payments									
Compensation of employees	6,120		-	6,120	5,666	454	92.6%	4,375	3,767
Goods and services	10,820		(387)	10,433	9, 925	508	95.1%	2,870	3,032
Transfers & subsidies									
Provinces & municipalities	25		-	25	16	9	64.0%	54	11
Payments for capital assets									
Machinery & equipment	1, 764		-	1,764	2, 735	(971)	155.0%	90	20
Total	18,729	-	(387)	18,342	18,342	-	100.0%	7,389	6,830

APPROPRIATION STATEMENT
for the year ended 31 March 2006

APPROPRIATION STATEMENT: PROGRAMME 2 – CIVILIAN OVERSIGHT

Programme per sub-programme	2005/06							2004/05	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
2.1 Monitoring & Evaluation									
Current payment	5,092		387	5,479	6,903	(1,424)	126.0%	5,185	5,171
Transfers and subsidies	25		-	25	6	19	24.0%	279	280
Payment for capital assets	97		-	97	97	-	100.0%	274	128
2.2 Community Liaison									
Current payment	24,058		-	24,058	23,035	1,023	95.7%	3,996	4,657
Transfers and subsidies	48		-	48	7	41	14.6%	4	4
Payment for capital assets	105		-	105	105	-	100.0%	-	-
Total	29,425	-	387	29,812	30,153	(341)	101.1%	9,738	10,240

BY ECONOMIC CLASSIFICATION

Current									
Compensation of employees	5,336		-	5,336	4,890	446	91.6%	5,076	5,062
Goods and services	23,814		387	24,201	25,048	(847)	103.5%	4,105	4,766
Transfers & subsidies									
Provinces & municipalities	73		-	73	13	60	17.8%	13	14
Households				-		-	0.0%	270	270
Capital									
Machinery & equipment	202		-	202	202	-	100.0%	274	128
Total	29,425	-	387	29,812	30,153	(341)	101.1%	9,738	10,240

NOTES TO THE APPROPRIATION STATEMENT
for the year ended 31 March 2006

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

Details of these transactions are presented in note 9 (Transfers and subsidies) and Annexure 1 (A-L) to the annual financial statements.

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

Detail of these transactions are reported in note 1 (Annual Appropriation) to the annual financial statements.

3. Detail on financial transactions in assets and liabilities

Details of these transactions per programme are presented 8 (Details of special functions (theft and losses)) to the annual financial statements.

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

4.1 Per programme:

	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Variance as a % of Final Appropriation
Programme 1:				
Administration	18,729	18,730	25	0.13%
Explanation of variance: Fewer staff was employed than expected during the year, consequently expenditure on compensation of employees and related expenditure was reduced. Expenditure on capital assets was increased to provide for existing personnel and Information Technology infrastructure.				
Programme 2:				
Civilian Oversight	29,425	29,791	-366	-1.24%
Explanation of variance: Fewer staff was employed than expected during the year, consequently expenditure on compensation of employees and related expenditure was reduced. However, expenditure on service delivery targets, specifically road-shows, was increased.				

4.2 By economic classification:

	R'000
Current expenditure	
Compensation of employees	900
Goods and services	(339)
Transfers and subsidies	
Provinces and municipalities	69
Payments for capital assets	
Machinery and equipment	(971)
Total	<u><u>(341)</u></u>

Compensation of employees

Explanation of variance: Fewer staff was employed than expected during the year, consequently expenditure on compensation of employees and related expenditure was reduced.

Goods and Services

In respect of Goods and Services, expenditure on service delivery targets, specifically road-shows, was increased.

Payments for capital assets

Expenditure on capital assets was increased to provide for existing personnel and Information Technology infrastructure.

STATEMENT OF FINANCIAL PERFORMANCE
for the year ended 31 March 2006

	Note	2005/06 R'000	2004/05 R'000
REVENUE			
Annual appropriation	1.1	48,154	17,127
Departmental revenue	2.1	12	22
TOTAL REVENUE		48,166	17,149
EXPENDITURE			
Current expenditure			
Compensation of employees	3	10,556	8,829
Goods and services	4	34,973	7,798
Total current expenditure		45,529	16,627
Transfers and subsidies	5	29	295
Expenditure for capital assets			
Machinery and Equipment	6	2,937	148
Total expenditure for capital assets		2,937	148
TOTAL EXPENDITURE		48,495	17,070
SURPLUS/(DEFICIT)		(329)	79
Add back unauthorised expenditure		341	502
SURPLUS/(DEFICIT) FOR THE YEAR		12	581
Reconciliation of Net Surplus/(Deficit) for the year			
Voted Funds		-	559
Departmental revenue		12	22
SURPLUS/(DEFICIT) FOR THE YEAR		12	581

STATEMENT OF FINANCIAL POSITION
for the year ended 31 March 2006

	<i>Note</i>	2005/06 R'000	2004/05 R'000
ASSETS			
Current assets		1,323	921
Unauthorised expenditure	7	1,103	762
Fruitless and wasteful expenditure	8	105	121
Prepayments and advances	9	53	16
Receivables	10	62	22
TOTAL ASSETS		1,323	921
LIABILITIES			
Current liabilities		1,323	921
Voted funds to be surrendered to the Revenue Fund	11	502	559
Departmental revenue to be surrendered to the Revenue Fund	12	23	(150)
Bank overdraft	13	764	414
Payables		34	98
TOTAL LIABILITIES		1,323	921
NET ASSETS		-	-
TOTAL		-	-

CASH FLOW STATEMENT
for the year ended 31 March 2006

	Note	2005/06 R'000	2004/05 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		48,166	17,149
Annual appropriated funds received	1.1	48,154	17,127
Departmental revenue received		12	22
Net (increase)/ decrease in working capital		(141)	(37)
Surrendered to Revenue Fund		104	(492)
Current payments		(45,529)	(16,627)
Transfers and subsidies paid		(29)	(295)
Net cash flow available from operating activities	15.	2,571	(302)
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets		(2,937)	(148)
Fruitless and wasteful expenditure recovered		16	
Net cash flows from investing activities		(2,921)	(148)
Net increase/ (decrease) in cash and cash equivalents		(350)	(450)
Cash and cash equivalents at beginning of period		(414)	36
Cash and cash equivalents at end of period	16.	(764)	(414)

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2006

1. Annual Appropriation

	Final Appropriation	Actual funds received	Funds not requested/ not received	Appropriation Received
Programmes	R'000	R'000	R'000	R'000
Administration	18,342	18,704	(362)	7,389
Civilian Oversight	29,812	29,450	362	9,738
Total	48,154	48,154	-	17,127

	<i>Note</i>	2005/06 R'000	2004/05 R'000
2. Departmental revenue to be surrendered to Revenue Fund			
Sales of goods and services other than capital assets	2.1	12	22
Total revenue collected		12	22
Total		12	22
2.1 Sales of goods and services other than capital assets			
Sales of goods and services produced by the department		5	22
Administrative fees		5	11
Other sales		-	11
Total		5	22
2.2 Interest, dividends and rent on land			
Rent on land		7	-
Total		7	-

3. Compensation of employees	Note	2005/06 R'000	2004/05 R'000
3.1 Salaries and wages			
Basic salary		7,302	5,938
Performance award		45	330
Service Based		19	422
Compensative/circumstantial		-	190
Periodic payments		166	-
Other non-pensionable allowances		1,879	786
Total		<u>9,411</u>	<u>7,666</u>
3.2 Social contributions			
3.2.1 Employer contributions			
Pension		777	818
Medical		368	343
Bargaining council		-	2
Total		<u>1,145</u>	<u>1,163</u>
Total compensation of employees		<u>10,556</u>	<u>8,829</u>
Average number of employees			
4. Goods and services			
Advertising		1,067	220
Bursaries (employees)		49	40
Communication		762	779
Computer services		657	141
Consultants, contractors and special services		5,943	332
Courier and delivery services		173	-
Entertainment		217	66
External audit fees	4.1	400	267
Equipment less than R5 000		1,021	16
Inventory	4.2	803	443
Maintenance, repair and running costs		732	240
Operating leases		1,648	138
Printing and publications		261	-
Resettlement costs		554	-
Subscriptions		32	46
Owned and leasehold property expenditure		298	-
Travel and subsistence	4.3	2,744	1,314
Venues and facilities		17,415	3,523
Training & staff development		197	213
Total		<u>34,973</u>	<u>7,798</u>

	<i>Note</i>	2005/06 R'000	2004/05 R'000
4.1 External audit fees			
Regulatory audits		400	267
Total external audit fees		<u>400</u>	<u>267</u>
4.2 Inventory			
Agricultural		12	-
Food and Food supplies		22	-
Parts and other maint mat		2	-
Stationery and Printing		767	443
Total Inventory		<u>803</u>	<u>443</u>
4.3 Travel and subsistence			
Local		2,744	1,314
Total travel and subsistence		<u>2,744</u>	<u>1,314</u>
5. Transfers and subsidies			
Provinces and municipalities	<i>ANNEXURE 1F</i>	29	25
Households		-	270
Total		<u>29</u>	<u>295</u>
6. Expenditure on capital assets			
Machinery and equipment	<i>ANNEXURE 4</i>	2,937	148
Total		<u>2,937</u>	<u>148</u>
7. Unauthorised expenditure			
7.1 Reconciliation of unauthorised expenditure			
Opening balance		762	260
Unauthorised expenditure – current year		341	502
Unauthorised expenditure awaiting authorisation		1,103	762
		<u>1,103</u>	<u>762</u>
7.2 Analysis of current unauthorised expenditure			
Incident	Disciplinary steps taken/criminal proceedings	Total	
Not attributable to single event		341	
Total		<u>341</u>	

	<i>Note</i>	2005/06 R'000	2004/05 R'000			
8. Fruitless and wasteful expenditure						
8.1 Reconciliation of fruitless and wasteful expenditure						
Opening balance		121	121			
Transfer to receivables for recovery (not condoned)		(16)	-			
Fruitless and wasteful expenditure awaiting condonement		105	121			
Analysis of current fruitless and wasteful expenditure						
Incident	Disciplinary steps taken/criminal proceedings					
Personnel paid after resignation	Tracing employees concerned to recover (prior year)	23				
Accidents to motor vehicles (prior year)	Investigating possible recovery	82				
Total		105				
9. Prepayments and advances						
Description						
Travel and subsistence		53	-			
Prepayments		-	16			
Total		53	16			
10. Receivables						
		Less than one year	One to three years	Older than three years	Total	Total
		R'000	R'000	R'000	R'000	R'000
Other debtors	10.4	62	-	-	62	22
Total		62	-	-	62	22
10.4 Other Debtors						
Clearing Accounts					-	22
Salary ACB recalls					-	-
Salary deduction disallowance					-	-
Salary tax debt					14	-
Debt account - other					37	-
Pension recoverable account					-	-
Salary deduction payover					11	-
Total					62	22

	<i>Note</i>	2005/06 R'000	2004/05 R'000		
11. Voted funds to be surrendered to the Revenue Fund					
Opening balance		559	320		
Transfer from Statement of Financial Performance		-	559		
Paid during the year		(57)	(320)		
Closing balance		<u>502</u>	<u>559</u>		
12. Departmental revenue to be surrendered to the Revenue Fund					
Opening balance		(150)	-		
Transfer from Statement of Financial Performance		12	22		
Paid during the year		161	(172)		
Closing balance		<u>23</u>	<u>(150)</u>		
13. Bank overdraft					
Consolidated Paymaster General Account		764	414		
Total		<u>764</u>	<u>414</u>		
14. Payables – current					
Description		30 Days	30+ Days	Total	Total
		R'000	R'000	R'000	R'000
Clearing accounts	14.2	26	-	26	98
Other payables	14.3	-	8	8	-
Total		<u>26</u>	<u>8</u>	<u>34</u>	<u>98</u>
14.2 Clearing accounts					
Description					
(Identify major categories, but list material amounts)					
Salary income tax recovered				10	90
ACB recall				4	8
Salary deduction disallowable				2	-
Pension recovered payable				10	-
Total				<u>26</u>	<u>98</u>
14.3 Other payables					
Description					
Pension refunds received				8	-
Total				<u>8</u>	<u>-</u>

	<i>Note</i>	2005/06 R'000	2004/05 R'000
15. Net cash flow available from operating activities			
Net surplus/(deficit) as per Statement of Financial Performance		12	581
(Increase)/decrease in receivables – current		(40)	(21)
(Increase)/decrease in prepayments and advances		(37)	(16)
(Increase)/decrease in other current assets		(325)	(581)
Increase/(decrease) in payables – current		(64)	79
Surrenders to revenue fund		104	(492)
Expenditure on capital assets		2,937	148
Other non cash items		16	-
Net cash flow generated by operating activities		<u>2,571</u>	<u>(302)</u>
16. Reconciliation of cash and cash equivalents for cash flow purposes			
Consolidated Paymaster General Account		<u>(764)</u>	414
Total		<u>(764)</u>	<u>414</u>

DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2006

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

		<i>Note</i>	2005/06 R'000	2004/05 R'000
17. Contingent liabilities				
	Liable to	Nature		
	Housing loan guarantees	Employees	215	769
	Other guarantees		71	71
	Claims against the department		1,114	-
	Other departments (interdepartmental unconfirmed balances)		225	30
	Total		1,625	870
18. Commitments				
	Current expenditure			
	Approved and contracted		417	572
	Total Commitments		417	572
19. Accruals				
		30 Days	30+ Days	Total
	By economic classification	R'000	R'000	R'000
	Compensation of employees			- 10
	Goods and services	4,397	-	4,397 99
	Machinery and Equipment			- 42
	Total			4,397 151
	Listed by programme level			
	Administration			1,623 69
	Civilian Oversight			2,774 82
	Total			4,397 151
20. Employee benefit provisions				
	Leave entitlement		621	1,267
	Thirteenth cheque		273	209
	Performance awards		-	10
	Capped leave commitments		800	-
	Total		1,694	1,486

21. Lease Commitments

	Land	Buildings & other fixed structures	Machinery and equipment	Total	Total
	R'000	R'000	R'000	R'000	R'000
20.1 Operating leases					
Not later than 1 year		2,404	129	2,533	129
Later than 1 year and not later than 5 years		9,335	102	9,437	394
Later than five years		-	-	-	95
Total present value of lease liabilities	-	11,739	231	11,970	618

21. Irregular expenditure**21.1 Reconciliation of irregular expenditure**

Opening Balance	1,684	17
Irregular expenditure – current year	2,496	1,667
Irregular expenditure awaiting condonement	4,180	1,684

Analysis

Current	2,496	1,667
Prior years	1,684	17
Total	4,180	1,684

21.2 Irregular expenditure

Incident	Disciplinary steps taken/criminal proceedings	
Procurement process bypassed	4,018	1,522
Procurement process bypassed	99	99
Procurement process bypassed	63	63
Total	4,180	1,684

22. Key management personnel

Description	No of Individuals	Total R'000	Total R'000
Officials	10	4,740	1,767
Level 15 to 16	1	678	158
Level 14	1	558	-
Total		5,976	1,925

23. Inventory at year end

Stationery and Printing	95
	95

ANNEXURES TO THE ANNUAL FINANCIAL STATEMENTS

for the year ended 31 March 2006

ANNEXURE 1F

STATEMENT OF UNCONDITIONAL GRANTS AND TRANSFERS TO MUNICIPALITIES

NAME OF MUNICIPALITY	GRANT ALLOCATION				TRANSFER		SPENT			2004/05
	Amount	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available Funds Transferred	Amount received by municipality	Amount spent by municipality	% of available funds spent by municipality	Total Available
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	%	R'000
Ethekwini Municipality (RSC Levies)					29				0.0	

ANNEXURE 3A

STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2006 - LOCAL

Guarantor institution	Guarantee in respect of	Original Guaranteed capital amount R'000	Opening Balance 01/04/2005 R'000	Guarantees issued during the year R'000	Guarantees released/paid/cancelled/reduced during the year R'000	Guaranteed interest outstanding as at 31 March 2006 R'000	Closing Balance 31/03/2006 R'000	Realised losses not recoverable R'000
Housing loan guarantees	Housing	-	769	-	554		215	
Other guarantees	Employees							
	Other		71				71	
	Total	-	840	-	554	-	286	-

**ANNEXURE 3B
STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2006**

Nature of Liability	Opening Balance 01/04/2005	Liabilities incurred during the year	Liabilities paid/cancelled/reduced during the year	Liabilities recoverable(Provide details hereunder)	Closing Balance 31/03/2006
	R'000	R'000	R'000	R'000	R'000
Claims against the department	-	1,114	-	-	1,114
Total	-	1,114	-	-	1,114

Nature of Liabilities recoverable	Opening Balance 01/04/2005	Details of Liability and Recoverability	Movement during year	Closing Balance 31/03/2006
	R'000		R'000	R'000
Legal action against the Department	-	Human Resource claims - Not recoverable	1,114	1,114
Total	-		1,114	1,114

**ANNEXURE 4
CAPITAL TANGIBLE ASSET MOVEMENT SCHEDULE FOR THE YEAR ENDED 31 MARCH 2006**

MACHINERY AND EQUIPMENT	Opening balance R'000	Additions R'000	Disposals R'000	Closing balance R'000
Transport assets		83	-	83
Computer equipment		845	-	845
Furniture and Office equipment	715	2,009	-	2,724
TOTAL CAPITAL ASSETS	715	2,937	-	3,652

**ANNEXURE 4.1
ADDITIONS MOVEMENT SCHEDULE FOR THE YEAR ENDED 31 MARCH 2006**

MACHINERY AND EQUIPMENT	Cash R'000	In-Kind R'000	Total R'000
Transport assets	83		83
Computer equipment	845		845
Furniture and Office equipment	2,009		2,009
TOTAL CAPITAL ASSETS	2,937	-	2,937

**ANNEXURE 4.2
CAPITAL TANGIBLE ASSET MOVEMENT SCHEDULE FOR THE YEAR ENDED 31 MARCH 2005**

MACHINERY AND EQUIPMENT	Additions R'000	Disposals R'000	Movement R'000
Other machinery and equipment	148		148
TOTAL CAPITAL ASSETS	148	-	148

**ANNEXURE 7
INTER-DEPARTMENTAL PAYABLES – CURRENT**

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2006	31/03/2005	31/03/2006	31/03/2005	31/03/2006	31/03/2005
	R'000	R'000	R'000	R'000	R'000	R'000
DEPARTMENTS						
Current						
Department of Transport			225	30	225	30

Part 5

Human Resource Management

PART 5: REPORT ON HUMAN RESOURCE MANAGEMENT

5.1 Expenditure

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

TABLE 2.1 – Personnel costs by programme, 2005/06

Programme	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Professional and Special Services (R'000)	Personnel cost as a percent of total expenditure	Average personnel cost per employee (R'000)
1: Administration	18 704	5 666	0	0	30,4	83
2: Civilian Oversight	29 791	4 890	0	0	16,4	72
Total	48 495	10 556	0	0	21,8	155

TABLE 2.2 – Personnel costs by salary bands, 2005/06

Salary bands	Personnel Expenditure (R'000)	% of total personnel cost	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	55	0.5	55 000
Skilled (Levels 3-5)	555	5.2	61 667
Highly skilled production (Levels 6-8)	918	8.5	76 500
Highly skilled supervision (Levels 9-12)	5 054	46.9	157 938
Senior management (Levels 13-16)	3 438	31.9	286 500
Contract (Levels 6-8)	97	0.9	97 000
Contract (Levels 9-12)	144	1.3	144 000
Total	10 261	95.2	878 605

The following tables provide a summary per programme (Table 2.3) and salary bands (Table 2.4), of expenditure incurred as a result of salaries, overtime, home owners allowance and medical assistance. In each case, the table provides an indication of the percentage of the personnel budget that was used for these items.

TABLE 2.3 – Salaries, Overtime, Home Owners Allowance and Medical Assistance by programme, 2005/06

Programme	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
1: Administration	3308	64.2	0	0	16	0.3	219	4.3
2: Civilian Oversight	3508	62.4	0	0	23	0.4	158	2.8
Total	6816	63.3	0	0	39	0.4	377	3.5

TABLE 2.4 – Salaries, Overtime, Home Owners Allowance and Medical Assistance by salary bands, 2005/06

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)	35	62.5	0	0	0	0	12	21.4
Skilled (Levels 3-5)	384	67.8	0	0	0	0	75	13.3
Highly skilled production (Levels 6-8)	662	70.4	0	0	6	0.6	61	6.5
Highly skilled supervision (Levels 9-12)	3522	64.7	0	0	32	0.6	164	3
Senior management (Levels 13-16)	1965	56.2	0	0	0	0	64	1.8
Contract (Levels 3-5)	7	100	0	0	0	0	0	0
Contract (Levels 6-8)	97	100	0	0	0	0	0	0
Contract (Levels 9-12)	144	99.3	0	0	0	0	0	0
TOTAL	6816	63.4	0	0	38	0.4	376	3.5

5.2 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 3.1), salary band (Table 3.2) and critical occupations (Table 3.3). Departments have identified critical occupations that need to be monitored. Table 3.3 provides establishment and vacancy information for the key critical occupations of the department.

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

TABLE 3.1 – Employment and vacancies by programme, 31 March 2006

Programme	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
1: Administration	49	32	34.7	2
2: Civilian Oversight	48	36	25	0
TOTAL	97	68	29.9	2

TABLE 3.2 – Employment and vacancies by salary bands, 31 March 2006

Salary band	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Lower skilled (Levels 1-2)	2	1	50	0
Skilled (Levels 3-5)	11	9	18.2	0
Highly skilled production (Levels 6-8)	25	12	52	0
Highly skilled supervision (Levels 9-12)	44	32	27.3	0
Senior management (Levels 13-16)	13	12	7.7	0
Contract (Levels 6-8), Permanent	1	1	0	1
Contract (Levels 9-12), Permanent	1	1	0	1
TOTAL	97	68	29.9	2

TABLE 3.3 – Employment and vacancies by critical occupation, 31 March 2006

Critical occupations	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Administrative related, Permanent	31	26	16.1	1
Communication and information related, Permanent	1	0	100	0
Finance and economics related, Permanent	2	2	0	0
Financial and related professionals, Permanent	7	1	85.7	0
Financial clerks and credit controllers, Permanent	3	1	66.7	0
Food services aids and waiters, Permanent	1	1	0	0
General legal administration & related professionals, Permanent	1	0	100	0
Head of department/chief executive officer, Permanent	1	1	0	0
Human resources & organisational development & related professionals, Permanent	1	1	0	0
Human resources clerks, Permanent	2	2	0	0
Human resources related, Permanent	3	3	0	0
Information technology related, Permanent	1	1	0	0
Language practitioners interpreters & other communicators, Permanent	1	0	100	0
Messengers porters and deliverers, Permanent	1	0	100	0
Other administration & related clerks and organizers, Permanent	6	5	16.7	0
Other administrative policy and related officers, Permanent	8	1	87.5	1
Secretaries & other keyboard operating clerks, Permanent	15	12	20	0
Senior managers, Permanent	12	11	8.3	0
Total	97	68	29.9	3

The information in each case reflects the situation as at 31 March 2006. For an indication of changes in staffing patterns over the year under review, please refer to section 5 of this report.

5.3 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 4.1) summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

TABLE 4.1 – Job Evaluation, 1 April 2005 to 31 March 2006

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)	2	1	50	1	100	0	0
Skilled (Levels 3-5)	11	7	63.6	0	0	0	0
Highly skilled production (Levels 6-8)	25	9	36	1	11.1	0	0
Highly skilled supervision (Levels 9-12)	44	35	79.5	2	5.7	1	2.9
Senior Management Service Band A	10	8	80	0	0	0	0
Senior Management Service Band B	2	2	100	0	0	0	0
Senior Management Service Band C	1	0	0	0	0	0	0
Contract (Levels 6-8)	1	0	0	0	0	0	0
Contract (Levels 9-12)	1	0	0	0	0	0	0
TOTAL	97	62	63.9	4	6.5	1	1.6

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

TABLE 4.2 – Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2005 to 31 March 2006

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

Total Number of Employees whose salaries exceeded the grades determined by job evaluation in 2004/ 05:

None

5.4 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 5.1) and by critical occupations (Table 5.2).

TABLE 5.1 – Annual turnover rates by salary band for the period 1 April 2005 to 31 March 2006

Salary Band	Number of employees per band as on 1 April 2004	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Lower skilled (Levels 1-2), Permanent	1	0	0	0
Skilled (Levels 3-5), Permanent	8	0	1	12.5

Highly skilled production (Levels 6-8), Permanent	8	5	0	0
Highly skilled supervision (Levels 9-12), Permanent	18	9	0	0
Senior Management Service Band A, Permanent	3	4	0	0
Contract (Levels 3-5), Permanent	3	0	3	100
Contract (Levels 6-8), Permanent	0	1	0	0
Contract (Levels 9-12), Permanent	0	1	0	0
Contract (Band C), Permanent	1	0	0	0
TOTAL	42	20	4	9.5

TABLE 5.2 – Annual turnover rates by critical occupation for the period 1 April 2005 to 31 March 2006

Occupation:	Number of employees per occupation as on 1 April 2005	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Administrative related, Permanent	14	9	4	28.6
Finance and economics related, Permanent	2	0	0	0
Financial and related professionals, Permanent	1	0	0	0
Financial clerks and credit controllers, Permanent	1	0	0	0
Food services aids and waiters, Permanent	1	0	0	0
Head of department/chief executive officer, Permanent	1	0	0	0
Human resources & organization development & relate professional Permanent	1	0	0	0
Human resources clerks, Permanent	3	0	0	0
Human resources related, Permanent	1	0	0	0
Information technology related, Permanent	0	1	0	0
Other administration & related clerks and organizers, Permanent	8	0	0	0
Other administrative policy and related officers, Permanent	1	1	0	0
Secretaries & other keyboard operating clerks, Permanent	5	5	0	0
Senior managers, Permanent	3	4	0	0
TOTAL	42	20	4	9.5

Table 5.3 – Reasons why staff are leaving the department

Termination Type	Number	% of total employment
Contract Expired	3	7.1
Resignation	1	2.4
TOTAL	4	9.5
Total number of employees who left as a % of the total employment		9.5

Table 5.4 – Promotions by critical occupation

Occupation	Employees as at 1 April 2005	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progressions as a % of employees by occupation
Administrative related	14	9	64.3	0	0
Finance and economics related	2	1	50	0	0
Financial and related professionals	1	0	0	0	0

Financial clerks and credit controllers	1	0	0	0	0
Food services aids and waiters	1	0	0	0	0
Head of department/chief executive officer	1	0	0	0	0
Human resources & organisation development & relate professions	1	1	100	0	0
Human resources clerks	3	1	33.3	0	0
Human resources related	1	2	200	0	0
Other administrators & related clerks and organisers	8	0	0	0	0
Other administrative policy and related officers	1	0	0	0	0
Probation workers	0	1	0	0	0
Secretaries & other keyboard operating clerks	5	3	60	0	0
Senior managers	3	4	133.3	0	0
Social work and related professionals	0	1	0	0	0
TOTAL	42	23	54.8	0	0

Table 5.5 – Promotions by salary band

Salary Band	Employees 1 April 2005	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), Permanent	1	0	0	0	0
Skilled (Levels 3-5), Permanent	8	0	0	0	0
Highly skilled production (Levels 6-8), Permanent	8	4	50	0	0
Highly skilled supervision (Levels 9-12), Permanent	18	14	77.8	0	0
Senior management (Levels 13-16), Permanent	3	5	166.7	0	0
Contract (Levels 3-5), Permanent	3	0	0	0	0
Contract (Levels 13-16), Permanent	1	0	0	0	0
TOTAL	42	23	54.8	0	0

5.5 Employment equity

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

6.1 – Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2006

Occupational categories (SASCO)	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, Senior Officials and Managers	2		1	2	5		2		12
Professionals	2		1	1	3			1	8
Technicians and Associate Professionals	11			1	8	2	1	3	26
Clerks	1	1	3		13	1		2	21
Service and Sales Workers					1				1
TOTAL	16	1	5	4	30	3	3	6	68

6.2 – Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2006

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management, Permanent	0	0	0	0	1	0	1	0	2
Senior Management, Permanent	2	0	1	2	5	0	1	0	11
Professionally qualified and experienced specialists and mid-management, Permanent	12	0	0	2	7	2	1	3	27
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	1	1	2	0	11	0	0	2	17
Semi-skilled and discretionary decision making, Permanent	1	0	2	0	3	1	0	1	8
Unskilled and defined decision making, Permanent	0	0	0	0	1	0	0	0	1
Contract (Professionally qualified), Permanent	0	0	0	0	1	0	0	0	1
Contract (Skilled technical), Permanent	0	0	0	0	1	0	0	0	1
TOTAL	16	1	5	4	30	3	3	6	68

6.3 – Recruitment for the period 1 April 2005 to 31 March 2006

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior Management, Permanent	2	0	0	0	2	0	0	0	4
Professionally qualified and experienced specialists and mid-management, Permanent	2	0	0	0	1	2	1	2	8
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	0	0	0	0	6	0	0	0	6
Contract (Professionally qualified), Permanent	0	0	0	0	1	0	0	0	1
Contract (Skilled technical), Permanent	0	0	0	0	1	0	0	0	1
TOTAL	4	0	0	0	11	2	1	2	20

6.4 – Promotions for the period 1 April 2005 to 31 March 2006

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior Management, Permanent	0	0	0	1	3	0	1	0	5
Professionally qualified and experienced specialists and mid-management, Permanent	7	0	0	1	5	0	0	0	13
Skilled technical and academically qualified workers, junior management, supervisors, foremen, Permanent	0	1	1	0	2	0	0	1	5
TOTAL	7	1	1	2	10	0	1	1	23

6.5 – Terminations for the period 1 April 2005 to 31 March 2006

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
TOTAL			1		3				4

6.6 – Disciplinary action for the period 1 April 2005 to 31 March 2006

	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Disciplinary action	1								1

6.7 – Skills development for the period 1 April 2005 to 31 March 2006

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, Senior Officials and Managers	0	0	0	0	0	0	0	0	0
Professionals	1	0	0	1	2	0	0	0	4
Technicians and Associate Professionals	0	0	0	0	0	0	0	0	0
Clerks	0	1	0	0	9	0	0	0	10
Service and Sales Workers	0	0	0	0	0	0	0	0	0
Skilled Agriculture and Fishery Workers	0	0	0	0	0	0	0	0	0
Craft and related Trades Workers	0	0	0	0	0	0	0	0	0
Plant and Machine Operators and Assemblers	0	0	0	0	0	0	0	0	0
Elementary Occupations	0	0	0	0	0	0	0	0	0
TOTAL	1	1	0	1	11	0	0	0	14
Employees with disabilities	0	0	0	0	0	0	0	0	0

5.6 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 6.1), salary bands (table 6.2) and critical occupations (Table 6.3).

TABLE 7.1 – Performance Rewards by race, gender, and disability, 1 April 2005 to 31 March 2006

	Number of beneficiaries	Beneficiary Profile		Cost	
		Total number of employees in group	% of total within group	Cost (R'000)	Average cost per employee
African, Female	1	30	3.3	28	27 597
African, Male	0	16	0	0	0
Asian, Female	0	3	0	0	0
Asian, Male	0	5	0	0	0
Coloured, Female	0	3	0	0	0
Coloured, Male	0	1	0	0	0
Total Blacks, Female	1	36	2.8	28	27 597
Total Blacks, Male	0	22	0	0	0
White, Female	0	6	0	0	0
White, Male	0	4	0	0	0
TOTAL	1	68	1.5	28	27 597

TABLE 7.2 – Performance Rewards by salary bands for personnel below Senior Management Service, 1 April 2005 to 31 March 2006

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)	0	1	0	0	0	0
Skilled (Levels 3-5)	0	8	0	0	0	0
Highly skilled production (Levels 6-8)	0	13	0	0	0	0
Highly skilled supervision (Levels 9-12)	0	32	0	0	0	0
Contract (Levels 6-8)	0	1	0	0	0	0
Contract (Levels 9-12)	0	1	0	0	0	0
Periodical Remuneration	0	1	0	0	0	0
TOTAL	0	57	0	0	0	0

TABLE 7.3 – Performance Rewards by critical occupations, 1 April 2005 to 31 March 2006

Critical Occupations	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Administrative related	0	24	0	0	0
Finance and economics related	0	2	0	0	0
Financial and related professionals	0	1	0	0	0
Financial clerks and credit controllers	0	1	0	0	0
Food services aids and waiters	0	1	0	0	0
Head of department/chief executive officer	0	1	0	0	0
Human resources & organisation development & related professions	0	2	0	0	0
Human resources clerks	0	3	0	0	0
Human resources related	0	3	0	0	0
Information technology related	0	1	0	0	0
Other administration & related clerks and organisers	0	4	0	0	0
Other administrative policy and related officers	0	1	0	0	0
Probation workers	0	1	0	0	0
Secretaries & other keyboard operating clerks	0	12	0	0	0
Senior managers	1	10	10	28	28 000
Social work and related professionals	0	1	0	0	0
TOTAL	1	68	1.5	28	28 000

TABLE 7.4 – Performance related rewards (cash bonus), by salary band, for Senior Management Service

Salary Band	Beneficiary Profile			Total Cost (R'000)	Average cost per employee	Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within band			
Band A	0	0	0	0	0	0
Band B	1	10	10	28	2 800	11
Band C	0	1	0	0	0	0
Band D	0	0	0	0	0	0
Total	1	11	9.1	28	2 800	11

5.7 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 8.1 – Foreign Workers, 1 April 2005 to 31 March 2006, by salary band

Salary Band	1 April 2005		31 March 2006		Change	
	Number	% of total	Number	% of total	Number	% change
Senior management (Levels 13-16)	0	0	1	100	1	100
Total	0	0	1	100	1	100

TABLE 8.2 – Foreign Worker, 1 April 2005 to 31 March 2006, by major occupation

Major Occupation	1 April 2005		31 March 2006		Change	
	Number	% of total	Number	% of total	Number	% change
Professionals and Managers	0	0	1	100	1	100
Total	0	0	1	100	1	100

4.8 Leave utilisation for the period 1 January 2005 to 31 December 2005

TABLE 9.1 – Sick leave, 1 January 2005 to 31 December 2005

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)
Skilled (Levels 3-5)	32	37.5	6	23.1	5	6
Highly skilled production (Levels 6-8)	22	50	5	19.2	4	7
Highly skilled supervision (Levels 9-12)	48	62.5	9	34.6	5	28
Senior management (Levels 13-16)	16	75	4	15.4	4	23
Contract (Levels 6-8)	3	100	1	3.8	3	1
Contract (Levels 9-12)	2	100	1	3.8	2	1
TOTAL	123	56.9	26	100	5	66

TABLE 9.2 – Disability leave (temporary and permanent), 1 January 2005 to 31 December 2005

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)
Highly skilled supervision (Levels 9-12)	2	100	1	100	2	1
TOTAL	2	100	1	100	2	1

TABLE 9.3 – Annual Leave, 1 January 2005 to 31 December 2005

Salary Bands	Total days taken	Average per employee
Lower skilled (Levels 1-2)	22	22
Skilled (Levels 3-5)	88	13
Highly skilled production (Levels 6-8)	116	19
Highly skilled supervision (Levels 9-12)	243	12
Senior management (Levels 13-16)	41	5
Contract (Levels 3-5)	20	7
Contract (Levels 6-8)	10	10
Contract (Levels 9-12)	5	5
TOTAL	545	12

TABLE 9.4 – Capped leave, 1 January 2005 to 31 December 2005

Salary Bands	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2005
Highly skilled production (Levels 6-8)	9	9	60
TOTAL	9	9	60

TABLE 9.5 – Leave payouts for the period 1 April 2005 to 31 March 2006

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
Capped leave payouts on termination of service for 2005/06	40	3	13 333
TOTAL	40	3	13 333

5.9 HIV & AIDS and Health promotion programmes

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

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
NIL	

TABLE 10.2 – Details of Health Promotion and HIV and AIDS Programmes (tick the applicable boxes and provide the required information)

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	X		Manager: Corporate Services
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	
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	
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	
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	
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.		X	
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.		X	

5.10 Labour relations

No collective agreements were entered into with trade unions within the department.

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

TABLE 11.2 – Misconduct and disciplinary hearings finalised, 1 April 2005 to 31 March 2006

Outcomes of disciplinary hearings	Number	% of total
Final Written Warning	2	66.67
Case Pending	1	33.33
TOTAL	3	100

TABLE 11.3 – Types of misconduct addressed at disciplinary hearings

Type of misconduct	Number	% of total
Poor work performance	1	33.3
Negligence	2	66.7
Total	3	

TABLE 11.4 – Grievances lodged for the period 1 April 2005 to 31 March 2006

	Number	% of Total
Resolved	1	25
Not resolved	3	75
Total	4	

TABLE 11.5 – Disputes lodged with Councils for the period 1 April 2005 to 31 March 2006

	Number	% of Total
Number of disputes upheld	0	0
Number of disputes dismissed	0	0
Total number of disputes lodged	0	0

TABLE 11.6 – Strike actions for the period 1 April 2005 to 31 March 2006

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 11.7 – Precautionary suspensions for the period 1 April 2005 to 31 March 2006

Number of people suspended	1
Number of people whose suspension exceeded 30 days	1
Average number of days suspended	300
Cost (R'000) of suspensions	203

5.11 Skills development

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

12.1 – Training needs identified 1 April 2005 to 31 March 2006

Occupational Categories	Gender	Number of employees as at 1 April 2005	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	7	0	12	0	12
	Male	5	0	4	0	4
Professionals	Female	4	0	4	0	4
	Male	4	0	22	0	22
Technicians and associate professionals	Female	14	0	0	0	0
	Male	12	0	0	0	0
Clerks	Female	16	0	20	0	20
	Male	5	0	6	0	6
Service and sales workers	Female	1	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	0	0	0	0	0
	Male	0	0	0	0	0
Gender sub totals	Female	42	0	36	0	36
	Male	26	0	32	0	32
Total		68	0	68	0	68

12.2 – Training provided 1 April 2005 to 31 March 2006

Occupational Categories	Gender	Number of employees as at 1 April 2005	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	7	0	2	0	2
	Male	5	0	2	0	2
Professionals	Female	4	0	0	0	0
	Male	4	0	0	0	0

Technicians and associate professionals	Female	14	0	0	0	0
	Male	12	0	0	0	0
Clerks	Female	16	0	18	0	18
	Male	5	0	1	0	1
Service and sales workers	Female	1	0	0	0	0
	Male	0	0	0	0	0
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Craft and related trades workers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	0	0	0
	Male	0	0	0	0	0
Elementary occupations	Female	0	0	0	0	0
	Male	0	0	0	0	0
Gender sub totals	Female	42	0	20	0	20
	Male	26	0	3	0	3
Total		68	0	23	0	23

5.12 Injury on duty

The following table provides basic information on injury on duty.

TABLE 13.1 – Injury on duty, 1 April 2005 to 31 March 2006

Nature of injury on duty	Number	% of total
Required basic medical attention only	0	0
Temporary Total Disablement	0	0
Permanent Disablement	0	0
Fatal	0	0
Total	0	0

5.13 Utilisation of consultants

Table 14.1 – Report on consultant appointments using appropriated funds

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Strat. On teenage drug abuse	6	60	152 543
Evaluation of police stations	5	75	262 448
Balanced scorecard	6	290	1 176 543
Financial systems review	3	45	90 000
Commission of Inquiry	6	700	4 248 449
Financial advice	1	48	153 600
Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
6	27	1 218	6 083 583

Table 14.2 – Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs)

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
Strat. On teenage drug abuse	100	100	83
Evaluation of police stations	100	100	100
Balanced scorecard	100	100	67
Financial systems review	100	100	67
Commission of Inquiry	100	100	83
Financial advice	0	0	0

Table 14.3 – Report on consultant appointments using Donor funds

Project Title	Total Number of consultants that worked on the project	Duration: Work days	Donor and Contract value in Rand
NONE			

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

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
NONE			