



**ADDRESS BY THE DEPUTY MINISTER OF JUSTICE AND CORRECTIONAL
SERVICES, NKOSI SP HOLOMISA, MP, AH DILIZINTABA
STRATEGIC PLANNING SESSION
7 DECEMBER 2021**

Programme Director

Acting National Commissioner, Mr Thobakgale

Acting Chief Operations Commissioner, Mr Mbambo

Senior Management

Distinguished Guests

Ladies and Gentlemen

This is an important activity for the State. One is therefore duty-bound to be part of this Strategic Planning Session and be optimistic that we shall produce progressive outcomes that will fulfil our vision of providing best correctional services for a safer South Africa.

As it has been correctly defined, Strategic Planning is a management activity that has to clinically prioritise and focus available resources - both financial and human in order to strengthen operations so that the Department is able to work towards achieving the set objectives.

Programme Director, while we have made tremendous progress in entrenching rehabilitation, there are other undesirable challenges that are emerging, which should also be collectively dealt by the leadership of the Department.

The number of security breaches in our facilities and reduction of productivity since the advent of Covid-19 has to be addressed. It is an embarrassment to the State when we read about a correctional official who has been arrested for committing crime.

What we need to understand is that the public service is the most strategic instrument at the disposal of a government of the people, to transform society and to deliver on the undertaking the electorate voted to realise. Our citizens must therefore feel the difference.

People continue to look up to government to provide answers and they are demanding that something be done to put our nation once again on a winning path. It is for this reason that our vision as Correctional Services, “providing the best correctional services for a safer South Africa,” must be realised and resonate with all sectors of society.

The issue of strengthening governance and developing working systems has to occupy our minds in order to have a DCS that is stable and destined to achieve much more in future. The unqualified audit outcome achieved in 2020/21 financial year must not be a surprising achievement, but a standard

feature that ought to be well supported by our systems so that clean audits can be a norm.

Acting National Commissioner and your team, I am yet to see a new leaf on how the architect of DCS could be structured in order to respond adequately to the mandate of the Department bearing in mind the government's approach towards service delivery through the Districts.

This approach by government is a step closer towards integrated planning by state entities. Even more critical for departments, is the need to drive integrated and cohesive planning internally. We can be more pragmatic and champion the District Development Model as we hold an advantage of being located in almost every city, town, village and locality.

Transformation of DCS has to be a continuous process underpinned by a combination of strategic thinking, strategic planning, and being prepared to take advantage of opportunities that arise. It is for this reason that we must embrace new approaches in our areas of work. Therefore, it is important that we continuously review our policies.

At times I look at the targets that we set and ask myself if some of these targets are capable of driving meaningful impact in the fight against crime. Gender-Based Violence is ravaging society and someone has to ask, can't DCS play a much more visible role considering that some of these perpetrators are in our centres and we are expected to correct them. We have an opportunity to

reposition this department, win the confidence of the people, and fight delinquency.

As we strategize, we must also bear in mind the audit action plan in order to ensure that areas flagged by the Auditory General are infused in our system. It cannot be that our audit outcomes report is dominated by the same issues. It is either we are failing on the job and we are refusing to do what is right. Non-compliance can never be allowed to normalise.

We must adhere and comply with prescripts, legislations and processes that govern our work and strive for clean administration and accountability and this can be achieved by among others, doing the basics right.

In conclusion, our job is to ensure that strategic and operational efficiency is effected through careful planning, timely implementation and monitoring of results and most of all, effective utilisation of human and financial resources at our disposal. We are now used to a shrinking fiscus and things are not about to change. We are therefore encouraged to be innovative and we must stretch ourselves to work beyond our boxes in a form of branches within the correctional system structure.

Democracy functions well when commitments are met and where there are no delays – reasonable explanations must be provided at all times. There is a need to re-emphasise the ethic of hard work, service delivery and commitment by all our staff members at all levels.

We must look at fostering partnerships with strategic partners and start getting used to a culture of achieving greatness.

I wish you all the best as you begin to navigate a new path for DCS.

I thank you!