Province of the
EASTERN CAPE
COMMUNITY SAFETY

STRATEGIC PLAN

2025-2030

Province of the
EASTERN CAPE
COMMUNITY SAFETY

STRATEGIC PLAN

for the fiscal years

2025/26-2029/30

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ACRONYMS

ANC	African National Congress
APP	Annual Performance Plan
B-BBEE	Broad-Based Black Economic Empowerment
BCM	Buffalo City Municipality
BRICS	Brazil, Russia, India, China and South Africa
CBO	Community Based Organisation
CJS	Criminal Justice System
COGTA	Cooperative Government and Traditional Affairs
CPF	Community Police Forum
CSF	Community Safety Forum
CSO	Civil Society Organisation
CWB	Court Watching Brief
CSPS	Civilian Secretariat for Police Service
DDM	District Development Model
DoCS	Department of Community Safety
DOE	Department of Education
DORA	Division of Revenue Act
DSD	Department of Social Development
DVA	Domestic Violence Act 116 of 1998
EA	Executive Authority
EC	Eastern Cape
EE	Employment Equity
EHW	Employee Health and Wellness
ECSECC	Eastern Cape Socio Economic Consultative Council
EPWP	Expanded Public Works Programme
GBV+F	Gender Based Violence and Femicide
FBO	Faith Based Organisations
FSDP	Frontline Service Delivery Point
GBH	Grievious Bodily Harm
GBV	Gender-Based Violence
GHS	Government Housing Survey
GNU	Government of National Unity
HoD	Head of Department
HR	Human Resource
HRD	Human Resource Development
ICT	Information Communication Technology
ICVPS	Intergrated Crime and Violence Prevention Strategy
IDP	Integrated Development Plan
IPID	Independent Police Investigative Directorate
JCPS	Justice Crime Prevention and Security Cluster
M&E	Monitoring and Evaluation
MEC	Member of the Executive Council
MOU	Memorandum of Understanding
MT	Monitoring Tools
MTEF	Medium Term Expenditure Framework
MTDP	Medium Term Development Plan
NDP	National Development Plan
NGO	Non-Governmental Organization
NIU	National Intervention Unit
NPA	National Prosecuting Authority
OHS	Occupational Health and Safety
OTP	Office of the Premier
PDP	Provincial Development Plan
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PFMA	Public Finance Management Act
PSS	Provincial Safety Strategy
QLFS	Quarterly Labour Force Survey
RSA	Republic of South Africa
SASSETA	South African Safety & Security Sector Education and Training Authority
SAPS	South African Police Service
SDM	Service Delivery Model
SEDA	Small Enterprise Development Agency
SMS	Senior Management Service
SP	Strategic Plan
SRD	Social Relief of Distress Grant
STATS SA	Statistics South Africa
SWOT	Strengths, Weaknesses, Opportunities and Threats
TID	Technical Indicator Description
UIF	Unauthorised Irregular Fruitless
VOC	Victims of Crime
WIL	Work Integrated Learnership

EXECUTIVE AUTHORITY STATEMENT

The 2025/2026 Financial Year marks the advent of the 7th administration, bringing a renewed focus, vigor, and agility to deliver services to the people of the Eastern Cape Province. This Annual Performance Plan comes in the wake of the 29 May 2024 general elections, which have provided fresh impetus to the government`s service delivery machinery, accelerating the delivery of services to the people. As we commence the new term, the department will redouble its efforts in the fight against crime and enhance the good strides made by the Provincial Government during the previous terms. Undoubtedly the sixth administration has laid a solid foundation for the 7th term of administration and for us to succeed in this new term, we must pay attention to the following:

- Ethical Leadership
- Good governance
- Rule of Law
- Professionalization of public service
- Improvement of confidence in public institutions,
- Strengthening of public institutions
- Accountability
- Strengthening of the war against crime.
- Effective policing

SEVENTH ADMINISTRATION

As we commence the 7th administration, we are obliged to conduct business unusual for us to address what the ANC Elections Manifesto directed our government to do. Our people expect us to continue strengthening our crime combatting strategies, especially in crime hotspot areas as this has the potential to destroy our economy and cause our people to live in relentless fear. The above clarion call by our people is in line with the ruling party's priority no 5, which commands ANC-led government to intensify the war on crime and strive to make our communities safer. This includes action against drugs, organized crime, GBVF, infrastructure theft, vandalism, extortion and gangsterism. The department has developed a plethora of strategies to strengthen the capabilities of our law enforcement agencies to deal decisively with crimes against vulnerable groups.

ROAD TRAVELLED OVER THE LAST FIVE YEARS

This Annual Performance Plan grants us an opportunity to strengthen and improve our plans for the creation of safer communities in the province as mandated by Chapter 12 of the National Development Plan. Over the past six years, the department has been steadfast in developing crime-combating strategies to deal decisively with crime ravaging our communities. Through this period, we can highlight some of the following strategies and achievements:

- The launch of the Provincial Safety Strategy (PSS)
- Strengthening of Community Mobilization programmes under the slogan Musa Ukuthula Kusonakala
- The Strengthening of JCPS
- The strengthening of collaboration between communities and SAPS to fight crime.
- The successful launch of the award-winning Court Watching Brief Programme, a strategic intervention in the fight against high levels of Gender Based Violence and Femicide
- Traditional policing
- Establishment of partnerships for building safer communities and crime prevention
- Building public confidence in SAPS

- Increased compliance with SAPS.
- A series of clean audit outcomes from AGSA
- Strengthening of relations between the Government of Lower Saxony and the Department of Community Safety
- The establishment of the state of the art of DNA laboratory in Nelson Mandela Bay Metro

CHALLENGES CONFRONTING THE PROVINCE

Despite our concerted efforts to combat crime, our province is still confronted by the following challenges:

- High Murder rate
- High levels of violent crimes
- Gender Base Violence and Femicide
- Stock theft
- Extortions
- Taxi Violence
- Construction Mafias
- Kidnapping

CRIME HOTSPOT AREAS IN THE PROVINCE

Our province has seen a spike in incidents of gang violence and extortions especially in areas such as OR Tambo District Municipality and Nelson Mandela Bay Metro. Community members are living in relentless fear as criminals are hellbent on terrorizing and disturbing the peace of our people. After the visits by Police Minister Hon Senzo Mchunu to the province particularly crime hotspot districts such as OR Tambo District and Nelson Mandela Bay Metro, the three spheres of government have resolved to pull resources together to combat crime in the province. The department has since intensified the fight against the two districts by deploying more boots on the ground and going forward will use modern tools and technology to detect crime at an early stage in the above areas.

DEALING WITH EXTORTION IN THE PROVINCE

As the Provincial Government, we welcomed the decision by Police Minister Senzo Mchunu to deploy additional capacity to our province to clamp down on extortionists and gangs. The multidisciplinary teams deployed to this province will prevent, combat, investigate, and arrest those behind incidents of gang violence and extortion. The National Intervention Unit (NIU) is making significant erodes in curbing crime ravaging Mthatha, particularly the extortions. Police have been conducting disruptive operations that are mainly driven by the brains and the brawn. Our Intelligence Units continue to provide technical and physical strength to deal with the perpetrators of crime, those who have been continuing to terrorize our communities and businesses in the OR Tambo District.

EXTORTION HOTLINE

As part of clamping down on extortions in the province, SAPS has launched the long-awaited extortion hotline. Since the launch of the extortion hotline, several criminals have already been arrested. We cannot surrender our country to criminals who are hellbent on destroying the gains attained by this democratic government. The department continues to encourage our people to use the 24/7 EXTORTION HOTLINE number: 082 387 1561 so we can continue to catch the perpetrators of these crimes.

NAME CHANGE

The ANC-led government has prioritized the safety of our people, hence the decision to change the name of the Department of Safety and Liaison to Community Safety. The rationale behind this is to mobilize our people to be actively involved in the fight against crime. Collaboration between communities and our law enforcement agencies is sacrosanct. Crime is no longer an issue of police alone but a societal matter and all parties in the Justice, Crime Prevention and Security Cluster must all play a collective role in eradicating crime ravaging our society.

STRATEGIES TO COMBAT CRIME DURING THIS TERM(SEVENTH)

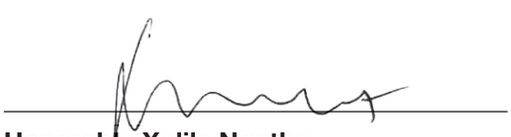
In line with priority no 5 of the 2024 ANC Manifesto, the ANC-led government is intensifying the war on crime and striving to make our communities safer. During this period, the department will work tirelessly to combat crime in the province, furthermore, the department will focus on the following:

- To provide quality and quantitative oversight on SAPS
- Strengthening and capacitation of the Community Police Forum (CPF) in the province.
- Implementation of the resolutions of the Cross Border Crime Summit held in Matatiele in 2024. The focus of the Summit was primarily on stock theft between Lesotho and South Africa.
- Implementation of the Summit Resolutions in line with Rural Safety Strategy.
- Strengthening Traditional Policing
- Continuing to facilitate the establishment and capacitation of Community Safety Forums in all six (6) District Municipalities and the two metros.
- Continuing to implement the “Communities That Care” project at BCM in collaboration with the State of Lower Saxony in Germany.
- Continuing with the concept of recruiting Community Safety Ambassadors in the province as as we mobilise financial resources to recruit an additional 500 Community Safety Ambassadors.
- The department will revive and support Front-Line Service Delivery centres in the six (6) Kingdoms to ensure the efficient functioning of the traditional policing system.
- **Musa ukuthula Kusonakala** Campaign awareness and mobilization must continue, hotlines are critical, and crime intelligence must be strengthened. The theme resonates well with our communities as we interact with them. It is aligned to the Integrated Crime and Violence Prevention Strategy (ICVPS) which was adopted by the President in March 2022. We must continue with the campaign and revisit all areas where the campaign was convened for feedback.
- Continuing to engage all stakeholders, including the Provincial Treasury, for additional funding.
- Implementation of the new Organogram and the establishment of programme three as per the new Organogram
- Continuing to utilise the State-of-the-Art DNA laboratory to fast-track and resolve cases of GBVF.

AUDIT OUTCOMES OF THE DEPARTMENT

As I conclude, allow me to extend my gratitude to the department for attaining its tenth consecutive clean audit opinion from the Office of the Auditor-General (AG). I wish to take this opportunity to congratulate the management, all the employees of the department and our stakeholders on this milestone achievement. As we celebrate this landmark, we must work hard to ensure that we continue to keep the bar high as this will serve as motivation to achieve our aim of creating a safer Eastern Cape and delivering quality services to people, especially the downtrodden.

Thank you.



Honorable Xolile Nqatha
Member of the Executive Council for the
Department of Community Safety

Date: 28 March 2025

ACCOUNTING OFFICER'S STATEMENT

The Eastern Cape Department of Community Safety continues to be a pioneer leading and coordinating the fight for a safer and secure Eastern Cape through developing and implementing programmes that contribute to creating an environment that is safe and secure for all citizens in the province. The 7th administration begins in a context where the province is faced with escalating levels of new forms of crime and violence which poses a serious challenge for the safety and security sector. Moreover, the province and the country at wide is faced with an extra-ordinary and challenging socio-economic context, where unemployment and the cost of living are high, directly contributing to crime. The Department has a mandate to rise above this context and ensure effective coordination of efforts to fight for a safer and secure Eastern Cape. This can only be achieved through effective coordination of all law enforcement agencies; government sector, community-based organisations and the community at large. The concept of **"Musa Ukuthula Kusonakala"** will continue to play an important role in guiding and driving this coordination work.

In terms of the governance and administrative environment, the Department has successfully put in place a firm administrative foundation and systems to ensure the efficient functioning of the Department. These include creating an environment for effective and efficient coordination of the work to be done through amongst others the revival of the internal governance structures; and compliance with all the relevant prescripts regulating the public sector, which consequently resulted in the Department achieving a clean audit for 10 consecutive years. We shall continue to ensure the Department maintains these systems and puts control measures in place to address any shortcomings that have been identified. We will continue to strengthen our Information & Communication Technology systems in order to allow the Department to work effectively and be aligned to the 4th Industrial Development systems. To emphasise the intention of maintaining the good governance record, whilst ensuring alignment to the changing dynamics and the broader normative framework of Government, the Department has revised its outcomes from the next five years as follows:

- Sustained good corporate governance and performance.
- Transformed and professional services
- Effective and responsive Criminal Justice system
- Increased social cohesion and safer communities

We have also revised our vision and mission to reflect our desired end state which is "communities are and feel safe". In order to achieve this, we have prioritised building capacity of our organisation to set in a concerted focus on impact; continued contribution to enhancing the effectiveness of the criminal justice system through active participation in the JCPS Cluster; the utilisation of research to benchmark best practices on policing approaches; improving the relationship between communities and the police; strengthening monitoring and oversight; and striving to become a centre of excellence with respect to policing policies and strategies.

Despite all the good efforts put forward by the Department, we continue to experience serious budget constraints. This severely impacts on our ability to reach as many communities as possible. In an effort to motivate for resources a Business Case was presented to the Provincial Treasury and the organisational structures has been reviewed to fully reflect our mandate as envisaged in the Constitution of the Republic of SA; Civilian Secretariat for Police Service Act, No 02 of 2011; White Paper for Safety and Security, 2016; Integrated Crime and Violence Prevention Strategy, 2022; and the Provincial Safety Strategy, 2022. There has been some positive response with some additional allocation from the Provincial Treasury and the process of finalising the organogram is in its final stages.

As we traversed the 6th administration, the Department has successfully created an environment that is conducive for effective and efficient coordination of initiatives to fight crime. These included the following:

- A fully functioning JCPS cluster that ensures good working relationships between all relevant stakeholders to promote safety and security in the province.
- Implementation of the Provincial Safety Strategy (PSS), which is a six-pillar strategy aligned to the Integrated Crime and Violence Prevention (ICVPS) and has targeted programmes to address crime and violence hotspots in the province.
- Entering Memorandum of Understanding with other government departments in order to enhance collaboration in implementing crime prevention initiatives.
- Engaging in continuous police accountability sessions in all the eight districts to strengthen community police relations.
- Working with civil society organizations and traditional leaders to implement community-based interventions to prevent crime and create awareness.
- Implementation of the Court Watching Briefs programme which resulted in re-enrollment of cases and ultimately securing serious convictions for GBV&F related crimes. This programme received the Premier's award as the Best Implemented project.
- Conducting research projects, including Policing Needs and Priorities, which contributed to the development of the National Policing Policy

As we move into the seventh administration, the Departmental strategic thrust will be guided by the objective to maximise on the implementation of the Provincial Safety Strategy (PSS) and our partnerships framework to improve efforts aimed at strengthening community participation in the fight against crime and enhancing community-police relations. Implementation of the PSS is driven by programmes, which are reduced into projects for community-based crime prevention initiatives and coordinated interventions to respond and fight crime. Strengthening of the JCPS Cluster, as the key coordinating mechanism for implementation of the PSS shall remain one of the priorities of the Department during this 7th term.

The President of South Africa has continuously emphasized the importance and recognition of a community-centered approach to crime prevention. In putting this into effect, the Department aims to intensify its approach to capacitation of community safety structures (CPFs and CSFs) in a more holistic manner, focusing on aspects such as training and capacity-building; assessment of functionality of existing structures; and advocating for resources. Additionally, to support the police efforts, the Department is engaging in a process of recruiting community safety ambassadors, which is a citizen patrol program that will serve as the link between the communities and the police and be deployed to key crime hotspot areas. It is envisaged that this project will contribute to improved police response, deterrence of criminal acts and improve community awareness and cooperation with the police. Ultimately, this should result in improved community police relations and improved trust in the police. Guided by the MEC under the theme, **"Musa ukuthula kusonakala"**, the Department will continue with intentional and directed community outreach and public participation programmes to provide a platform for dialogue on those specific areas that have been identified as priorities, inclusive of anti-crime campaigns on issues such as gender-based violence (GBV), amongst others.

Partnerships for community safety are not the only methodology used by the department for establishing and maintaining a violence free Eastern Cape. The Department also performs police oversight work which includes programmes such as police station evaluations, court watching briefs, school safety, and research projects which continues to be a backbone of our strategy in confronting incidents of crime. These projects shall continue with more in-depth assessment of specific identified shortcomings that impact on functioning of police stations with the aim of helping police stations to improve their performance. Implementation of the Court Watching Brief project continues to yield positive results for GBV cases, and we aim to expand implementation to also attend to other

cases where serious challenges are identified, e.g. stock theft cases that are not progressing smoothly through the criminal justice system. For the next five years, the department will continue focusing on implementation gender-based violence and femicide projects.

As a collective, we have a responsibility to facilitate, coordinate and collaborate our efforts to win the battle against the scourge of crime, violence across the Eastern Cape Province and the country. Together we can build a safe, secure and violence free Eastern Cape.

Mr. Zukile Kani
Acting Head of Department and Accounting Officer
Department of Community Safety

Date: 28 March 2025

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by management of the Department of Community Safety under the guidance of the MEC for Department of Community Safety in the Eastern Cape, Honourable Xolile Nqatha MPL.
- Takes into account all the relevant policies, legislation and other mandates for which the department for Community Safety is responsible.
- Accurately reflects the impact and outcomes which the Department of Community Safety will endeavour to achieve over the five-year period (2025-2030).

Signature: _____
Ms/Mr.
Director: Strategic Management (Vacant)

Signature: _____
Mr. Zukile Kani
Chief Director: Corporate Services (Acting as Head of Department)

Signature: _____
Ms Nonkqubela Mlenzana
Acting Chief Director: Community Safety

Signature: _____
Ms Nwabisa Libala
Chief Financial Officer

Signature: _____
Mr Zukile Kani
Acting Head of Department and Accounting Officer
Department of Community Safety

Approved by:

Signature: _____
Honourable Xolile Nqatha
Member of the Executive Council for the
Department of Community Safety

Date: 28 March 2025

Province of the
EASTERN CAPE
COMMUNITY SAFETY

OUR MANDATE

PART A

PART A: OUR MANDATE

The existence and mandate of the Civilian Secretariat for Police Service is derived from Sections 206(3) and 208 of the Constitution of the Republic of South Africa (RSA), 1996 as well as the Civilian Secretariat for Police Service Act 2 of 2011.

1. Update to the relevant legislative and policy mandates

National and Provincial legislation	Key Responsibilities placed on the Department
Constitution of the Republic of South Africa Act, 108 of 1996	Section 206 (3) entitles each province to: ▪ Monitor police conduct ▪ To oversee the effectiveness and efficiency of the police service, including receiving reports on the police service ▪ To promote good relations between the police and the Community ▪ To assess the effectiveness of visible policing ▪ To liaise with the Cabined member responsible for policing with respect to crime and policing in the province Section 208 Police civilian secretariat 1. A civilian secretariat for the police service must be established by national legislation to function under the direction of the Cabinet member responsible for policing
Civilian Secretariat for Police Service Act, 2 of 2011 Chapter 4 (17)	Provides the following for the Provincial Secretariat: ▪ Monitor and evaluate the implementation of policing policy in the province ▪ Evaluate and monitor police conduct in the province ▪ Develop and evaluate safety models and monitoring tools ▪ Assist the Civilian Secretariat with any monitoring and evaluation projects ▪ Promote community police relations ▪ Establish and promote partnerships ▪ Manage the enhancement of community safety structures within the province
Independent Police Investigative Directorate Act, 1 of 2011	Provides for: ▪ Must monitor the implementation by SAPS of the recommendations made by IPID ▪ Provide the Minister with regular reports on SAPS compliance ▪ The Independent Complaints Directorate in the Domestic Violence Act, 1998 has been substituted by the Secretariat: reporting on the implementation of the DVA, dealing with SAPS applications for exemptions
South African Police Service Amendment Act, 10 of 2008	The South African Police Amendment Act empowers the Member of the Executive Council to: ▪ Approve the establishment of Municipal Police Services within a municipality ▪ Regulating their function by setting establishment conditions ▪ Appoint an official as an administrator if the municipal police service has failed to comply with set conditions
Intergovernmental Relations Framework Act, 13 of 2005	Provides for cooperation and collaboration between and amongst all spheres of government, horizontal and vertically
Public Service Amendment Act, 30 of 2007	▪ The Act makes provision for the organisation and administration of the Department, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service, and related matters

National and Provincial legislation	Key Responsibilities placed on the Department
Division of Revenue Act, 2 of 2013	▪ The Department receives conditional grants in terms of the Division of Revenue Act (DoRA) and is responsible for the management of these funds
Public Finance Management Act, 1 of 1999 (PFMA)	▪ The purpose of this Act is to regulate financial management in the public service and to prevent corruption, by ensuring that all governmental bodies manage their financial and other resources properly
Promotion of Access to Information Act, 2 of 2000 (PAIA)	▪ The purpose of this Act is to promote transparency, accountability and effective governance by empowering and educating the public
Promotion of Administrative Justice Act, 3 of 2000 (PAJA)	▪ This Act imposes a duty on the state to ensure that the administrative action is lawful, reasonable and procedurally fair
Minimum Information Security Standards of 1996 (MISS)	▪ The responsibility of grading and degrading of document classifications rests with the institution where the documents have their origin
Broad-Based Black Economic Empowerment Act, 53 of 2003	▪ The purpose of the Act is to ensure compliance with the socio-economic transformation needs and guides the department in playing its role in this regard
Employment Equity Act, 55 of 1998	▪ Ensure that qualified people from designated groups have equal opportunities in the workplace in order to achieve a diverse work force
The Government Gazette N0. 44416, dated 6 April 2021.	▪ Effecting the name changed from the Department of Safety and Liaison to the Department of Community Safety
South Africa Protection of Personal Information Act 04 of 2013 (POPIA)	▪ Give effect to the constitutional right to privacy, by safeguarding personal information when processed by a responsible party, subject to justifiable limitations that are aimed at: "Balancing the right to privacy against other rights, particularly the right of access to information; and protecting important interests, including the free flow of information within the Republic and across international borders".
Public Service Regulations 2016 as amended	▪ To provide for the organization and administration of the public service of the republic. The regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service
Occupational Health and Safety Act 85 of 1993	▪ The purpose of the act is to provide for the health and safety of people at work or in connection with the use of plant and machinery. It further provides for the protection of people other than people at work from hazards arising out of or in connection with the activities of people at work
Skills Development Act of 1997	▪ The Skills Development Act aim to expand the knowledge and competencies of the labour force in order to improve productivity and employment. To improve the quality of life of workers, their prospects of work and labour mobility
Skills Development Levy Act of 9 0f 1999	▪ To provide for the imposition of a skills development levy to encourage learning and development in South Africa
Labour Relations Actions of 96 of 1995	▪ Regulates the organisations rights of trade unions and promote and facilitates collective bargaining at the workplace and at sectoral level
Basic Conditions of Employment Act of 97 0f 1997	▪ To give effect to the right to fair labour practices referred to in Section 23 (1)of the Constitution by establishing and making provision for the regulation of basic conditions of employment and thereby to comply with the obligation of the Republic

2. Updates to institutional policies and strategies

Policy/Strategy	Description
Vision – NDP 2030 **"By 2030, Eastern Cape will be an enterprising and connected province where all people reach their potential"**	Defines the key priorities of the 7th democratic administration, which are: ▪ To unleash the human potential of all and realize a well- educated, healthy citizenry, living in safe and sustainable communities ▪ The sustainable utilization of natural resources. ▪ To strengthen democracy and work as active citizens to shape our own development and futures ▪ Reduce spatial disparities, facilitate rural development, and develop our high potential coastal corridor, agricultural sector and industry ▪ Be active participants in Africa's transition and a global development partner of choice ▪ To accelerate inclusive economic growth and work to see a significant increase in youth employment ▪ Entrench an innovation culture in both the public and private sectors
Provincial Development Plan (PDP 2030)	Seeks to interpret the NDP against specific challenges facing the EC province, and proposes the following six strategic goals: ▪ An innovative, inclusive and growing economy ▪ An enabling infrastructure network ▪ An innovative and high-value agriculture and rural sector ▪ Human development ▪ Environmental sustainability ▪ Capable democratic institutions

Policy/Strategy	Description
MTDP 2025-2030	The MTDP defines and elaborate the priorities of the Government of National Unity (GNU) which are: ▪ Inclusive growth and Job creation ▪ Reduced Poverty and Tackle the High Cost of Living ▪ A Capable, Ethical and Developmental State
The Provincial Safety Strategy (PSS), 2016 as revised	Focuses on the following four outcomes: ▪ Increase community participation in community safety ▪ Prevent Violence ▪ Prevent corruption ▪ Strengthen the Criminal Justice System Within the context of the six pillars of the Integrated Crime and Violence Prevention Strategy
National Crime Prevention Strategy, 1996 (revision)	Is a long-term program aimed at creating conditions in which the opportunity and motivation for crime will be reduced, as well as transforming the capacity of the criminal justice system (CJS) to deal with crime. ▪ A four-pillar approach model ▪ Criminal Justice Processes aims to make the CJS more efficient and effective. It must provide a sure and clear deterrent for criminals and reduce the risk of re-offending ▪ Reducing crime through Environmental Design focuses on designing systems to reduce the opportunity for crime and increase the ease of detection and identification of criminals ▪ Public values and education concerns initiatives aimed at changing the way communities react to crime and violence. It involves programs which utilise public education and information in facilitating meaningful citizen participation in crime prevention ▪ Transnational crime programs aimed at improving the controls over cross border traffic related to crime and reducing the refuge which the region offers to international syndicates

Policy/Strategy	Description
White Paper on Safety and Security, 2016	The paper provides for the provinces taking responsibility for: ▪ Allocating budgets for strategy, plans, roles, programmes and interventions for safety, crime and violence prevention ▪ Mobilizing funding and resources for safety, crime and violence prevention programmes at local level ▪ Providing capacity and support to local government to implement the White Paper ▪ Capacitating and resourcing the Provincial Directorate for Safety, Crime and Violence Prevention
Policy on Community Safety Forums, 2016	Provides for the establishment of Community Safety Forums in Municipalities
National and Provincial Strategic Plan on GBV +F	▪ Is the governments comprehensive strategy for tackling all forms of violence and abuse against women and children. Since the launch of the strategic plan, several new interventions have been implemented ▪ Extensive legal reform support for survivors through the provision of evidence kits at police stations ▪ Psychological and social services ▪ The establishment of a GBVF Response Fund ▪ Support for Thuthuzela and Khuseleka care centres, which provide vital services for GBV Survivors
Guidelines for national and provincial departments for the preparation of an M&E framework.	The guidelines provide for the development of a monitoring and evaluation framework in all government institutions
DoCS Oversight Strategy, 2014	Focuses on the mandate of the department and how it could be achieved
Integrated Crime and Violence Prevention Strategy (ICVPS)	Six Pillared National Strategy on: ▪ effective criminal justice system through ▪ early intervention to prevent crime and violence, and promote safety through victim support through ▪ effective and integrated service delivery through ▪ safety through environmental design through ▪ active public and community participation through

3. Update to relevant court rulings

The department has no specific court rulings that have any significant or ongoing impact on the operations or service delivery obligations of the Department.

Province of the
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COMMUNITY SAFETY

OUR STRATEGIC FOCUS

PART B

PART B: OUR STRATEGIC FOCUS

1. Vision

Safe Eastern Cape with active and cohesive citizenry.

2. Mission

To promote community safety through effective & evidence based civilian oversight, multi- stakeholder coordination and collaborative partnership

3. Values

In discharging its mission, the Department of Community Safety subscribes to the following values.

- **Service excellence**
  The Department of Community Safety is committed to ensuring productivity by applying best work methods to render excellent services to communities.

- **Accountability**
  The Department of Community Safety is committed to accepting accountability to oversee structures and the community, desires to perform well in rendering services to stakeholders and the utilization of the allocated resources. Willingness to take responsibility for one's own actions, give time and energy towards the cause and be answerable.

- **Integrity**
  The Department of Community Safety is committed to sound business practices that are honest and disassociated from all forms of corruption & unethical conduct. Attributes such as honesty, truthfulness, professionalism and respectfulness, amongst others, shall define the integrity.

- **Collaboration**
  The Department of Community Safety is committed to applying trust, respect, empowerment and effective cooperation and coordination with relevant stakeholders.

- **Responsiveness**
  The Department of Community Safety is committed to responding efficiently and effectively to the needs of stakeholders and communities in ensuring that services are being provided.

- **Solidarity**
  The Department of Community Safety is committed to shared interests, objectives and standards to build common ground by being united.

4. Situational Analysis

External Environment Analysis

The Department of Community Safety is confronted by a complexity of challenges in a constrained resource environment. This context calls for innovation and flexibility to do more with less. The challenges in the external environment are inextricably linked to issues in the internal environment, necessitating a holistic approach that transcends boundaries and enables maximum integration through the conscious participation of "the whole of government and the whole of society".

As we tighten the embrace of the philosophy of **"Musa Ukuthula Kusonakala"** we too need to internalise the associated values within ourselves as individuals, within our social environments, within our department and within the line of sight that drives our agenda for a safe and less vulnerable Eastern Cape. We cannot be passive observers when things go wrong wherever they do go wrong and whomever is victimised. Our humanity compels us to stop turning a blind eye. Basic criminological "broken windows theory" suggests that drug dens and streets of iniquity start one broken window at a time. We cannot allow the abandoned broken windows of our souls, our streets and societies to overwhelm us.

This strategic plan and its environmental analysis takes place in the context of uncertainty, risk, and significant challenges linked to the new government of national unity for the seventh term of government. The context we face is now widely described and accepted as resembling a "polycrisis". This means, the challenges we are compelled to address as a developmental state are becoming more and more complex and consequently require increasingly more complex approaches to planning and programming. Responding to complexity will necessarily include more multi and interdisciplinary approaches and thus require greater levels of co-operation, partnership, and governance. This complexity has been experienced directly within the community safety and police oversight terrain, perhaps even more so than other sectors. This stems from the fact that uncertainty and crises often descend into safety, security, and vulnerability issues for society as whole. Crises in the economy, climate change, political uncertainty, local government fragility and the energy transition amongst others lead to the disruption of social institutions such as the family and education; and "normal" social existence which in turn can result in the eruptions of violence, sexual abuse, and other undesirable phenomena. As a department and a sector, we are expected to respond to and address these fallouts. SAPS is often lumped with the thankless task of addressing fallouts across a range of sectors where no one is prepared to take responsibility. The range of responses expected from SAPS includes supporting electricity disconnections, responding to natural disasters, containing services delivery protests, fighting crime, getting the cat out of the tree, comforting the distressed, addressing the plight of the homeless who become nuisances in middle class suburbs, asking a drunken neighbour to turn down their music, managing pandemics such as COVID-19, providing social welfare support, looking after lost and abandoned children, protecting women from violent men and the list goes on.

As the "polycrisis" deepens so too does the list of issues that fall outside normal mandated areas of institutional responsibility.And when these situations arise who do we call? SAPS or DOCS.

While the "polycrisis" raises risks and threats it also presents new opportunities and the potential for "turning points". For example, the historical path dependence of the Eastern Cape economy as a periphery and labour reserve for the "minerals energy complex" (MEC) is loosened by the current challenges of climate change and the energy transition. The province has a far greater value proposition and potential within a sustainable renewable green energy economy than it did in the fossil fuel energy complex at the core of the MEC. We need to appreciate that such monumental historical transitions that we find ourselves in and which are accompanied by "polycrises" that we are experiencing are unfortunate consequences of such major transitions. To ensure that we effectively navigate this "interregnum" we must ensure that we deploy sufficient resources and effort in enabling a smooth transition. This requires the state to invest more (not less) in the safety and security sectors to secure the trajectory to a vibrant and prosperous province. We desperately need a nuanced approach by government to austerity measures so that those sectors that contain and address the fallout of the socio-economic transition can contain the risks and protect the vulnerable.

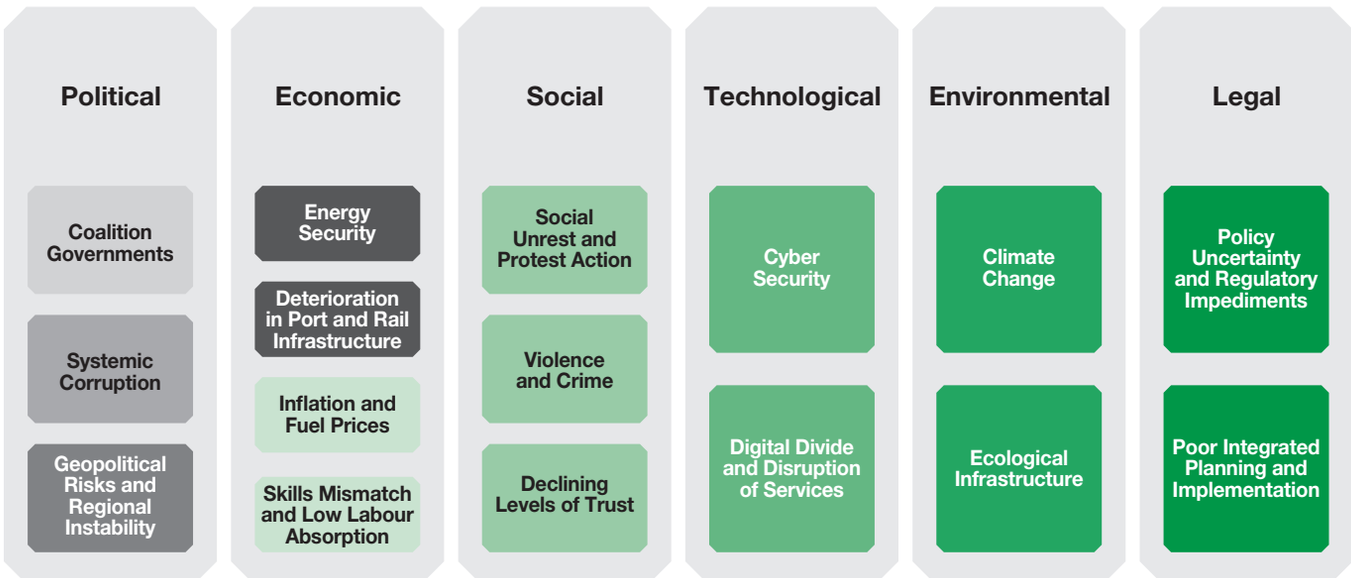
DEPARTMENT OF COMMUNITY SAFETY

The Department of Community Safety (DOCS) has begun to anticipate the emergent complexity associated with the "polycrisis" especially in terms of the increasing strain on local communities. As such, we have effected the name change to the Department of Community Safety and have developed a proposal for expanding the role of the department, particularly with regards to community safety interventions and the enabling of greater levels of crime prevention based on the alignment of the Provincial Safety Strategy (PSS) with the Integrated crime and Violence Prevention Strategy (ICVPS). From the findings of a study conducted by our research programme we realise that the challenges of implementing the ICVPS aligned PSS are significant. We require strong provincial level institutional co-ordination and the management of increasingly complex governance challenges. The recently revitalised Justice and Crime Prevention and Security Cluster (JCPS) has been positioned by the DOCS to engage in precisely these and other challenges. We will, however, also need to ensure that there is a bottom-up process through which the PSS is prioritised, implemented and coordinated at the district and lower levels. We will need to creatively explore ways of resourcing and implementing significantly more crime prevention programmes. This will entail both drawing down programmes and budgets linked to the MTDP but also the planning and resourcing of programmes based on the allocation of provincial resources linked to the specific challenges faced by the unique socio-economic landscape of the Eastern Cape. Clearly, the terrain of intergovernmental relations and its effectiveness will be the litmus test in ensuring prioritisation, resourcing, implementation, coordination, and monitoring of the PSS. Ultimately, we will need to develop knowledge management support networks and systems to enable the associated knowledge and information diffusion across all spheres of government and stakeholders in support of effective community safety and crime prevention.

Within the challenge to effect, a "mind-shift" requires us to engage in exploring a lot more socio-economic factors in our external environment to understand crime, safety, and vulnerability. In defining our approach through the slogan **"Musa Ukuthula Kusonakala"** we are effectively calling for the embedding of safety, security, and policing challenges directly in the needs of society. This also means that we need to enable and support the mobilisation of local communities as active agents in ensuring the safety of society. More detailed social and sociological analysis and understanding of the socio-economic contexts of local communities in the Eastern Cape will therefore be required to inform our interventions, plans and programmes. This means that we need to give greater attention to the analysis of socio-economic factors that drive crime and vulnerability. Despite some positive trends here and there in terms of crime statistics there is nevertheless an evident recurring pattern of youth and women vulnerability. When we begin to explore the social structural context within which many children are born and socialised, we begin to appreciate some of the causal drivers of crime and their rootedness in social structural issues. This external environmental analysis therefore attempts to provide a platform supporting the "rethinking and reimagining" of community safety and policing that we are currently grappling with and that we will need to action in the years ahead.

Eastern Cape Provincial Environmental Challenges based on a PESTEL Analysis

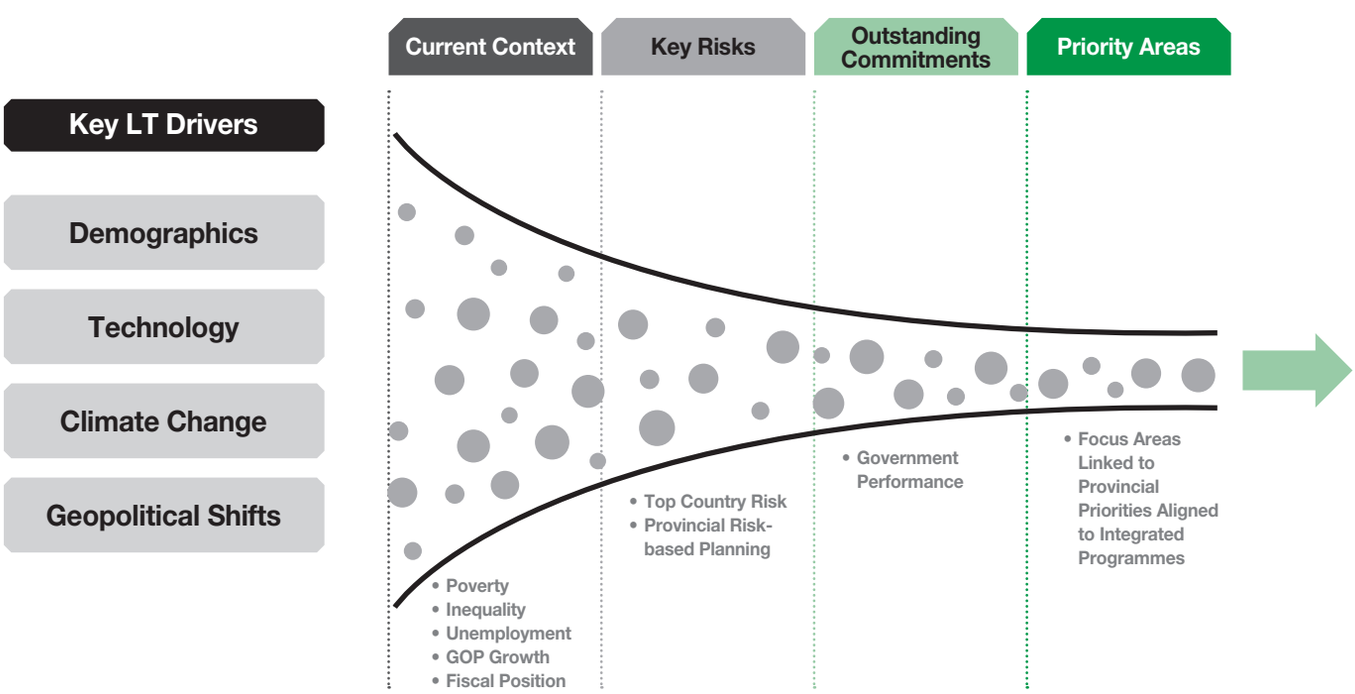
Recent planning reviews of the Office of The Premier (OTP) have highlighted a series of development and planning issues relevant for the Easten Cape. These are presented in PESTEL format below.



Long-term Trends Impacting Development and Development Planning in the Eastern Cape – Responding to the Challenges of the 2024 Mandate Paper

The 2024/25 Mandate Paper for the Eastern Cape has developed an overview of the key long-term drivers of development (or long term external environmental issues) within the Eastern Cape and how these drivers translate into priority areas for planning and programme implementation. This is reflected in the diagramme below.

internal



The Eastern Cape Province faces a complex interplay of long-term trends that influence its development and development planning, with direct consequences for safety and policing. Addressing these trends necessitates proactive policies that consider the changing demographic landscape, the impact of climate change, the opportunities offered by technology, and the potential benefits of geo-political shifts. A comprehensive and adaptive approach to development planning will be essential for the province's future success and safety.

In terms of the mandate of government linked to the seventh administration we need to begin thinking through the implications of these trends for development in the Eastern Cape. We will explore these key drivers and attempt to assess them within the context of community safety and policing in the Eastern Cape.

Demographics

Over the past decade, the Eastern Cape has experienced low population growth, primarily due to outmigration. According to the 2022 Census the Eastern Cape population increased from 6,562,052 in 2011 to 7,230,032 in 2022, indicating a growth of around 10% over the 11-year period. Buffalo City (25%) saw the largest population increase and Nelson Mandela Bay (3.3%) saw one of the lowest levels. The province is losing some 350 thousand people every year due to outmigration. This decline in population has translated into a net reduction in the provincial population share from 15% of South Africa's total population in 1996 to 12% in 2022. The slow population growth is concerning because the province's equitable share of resources is based on population figures. This trend translates into reduced fiscal transfers for a province already grappling with developmental, safety, and vulnerability challenges. We eagerly await the outcome of the latest population census, hoping that it does not indicate further outmigration of the local population and thus by implication a reduction in equitable share.

Provincial and District Population for Census 2022			
	CENSUS 2011	CENSUS 2022	% Increase
Eastern Cape	6 562 052	7 230 032	10,2
Buffalo City	781 853	975 248	24,7
Sarah Baartman	450 584	533 213	18,3
Amathole	854 966	871 588	1,9
Chris Hani	806 479	828 371	2,7
Joe Gqabi	348 673	393 038	12,7
OR Tambo	1 366 040	1 501 647	9,9
Alfred Nzo	801 345	936 449	16,9
Nelson Mandela Bay	1 152 115	1 190 475	3,3

Eastern Cape Share of National Population by Census		
Year	Number of Population	Percentage of Eastern Cape population share against the South African population
1996	6 147 244	15,1
2001	6 278 651	14,0
2011	6 562 053	12,7
2022	7 230 204	11,7

The shift in demographics is not merely about numbers; it also leads to changing crime, safety, and vulnerability profiles. Outmigration increases the proportion of the youth population and the elderly, which can have consequences for safety and social services. However, this demographic shift also presents an opportunity for the province to benefit from the demographic youth dividend, provided it can address the challenges associated with this transition.

Climate Change

The Eastern Cape's economy is heavily reliant on natural resources, and a substantial portion of the population depends on natural resource-based livelihoods. However, the province is already witnessing the effects of climate change through intense storm events and droughts in various regions. Climate change is expected to have a more pronounced impact in the future. To address this, the province needs to implement strategies for mitigation and adaptation to counter climate change. This includes transitioning to renewable energy sources, leveraging the province's natural resources for energy production, improving energy efficiency, and developing infrastructure to withstand the effects of climate change. Building adaptive and resilient communities is essential not only in the context of climate change but also for safety.

We need to be mindful of the indirect consequences of the challenges associated with climate change including the energy transition. This will mean significant changes and shifts in our economy which will inevitably lead to significant socio-economic disruption, displacement as well as redundancies in the workforce.

There are therefore huge social costs associated with the transitions we are undergoing which also need to be actively supported and pre-empted by the state in terms of crime prevention, community safety and effective policing strategies.

Technology

Technology is a powerful enabler of development and safety, particularly in the context of policing. Access to technology is vital to realize the Eastern Cape's potential in biotechnology, advanced agriculture, and the green economy. Additionally, expanding access to data and connectivity across the province can uplift and empower all citizens, bridging the urban-rural divide.

The rollout of the provincial broadband initiative and the implementation of the Provincial Digital Transformation Strategy holds great potential for growing the digital economy in the province. This will not only improve digital infrastructure and skills but also enable advancements in policing and safety using modern technologies, such as data analytics, surveillance, and communication systems.

Geo-political shifts

Current geo-political shifts, including the province's connection with BRICs (Brazil, Russia, India, China, and South Africa), offer new avenues for economic growth. Enhanced trade and collaboration with these emerging markets can stimulate economic development in the Eastern Cape. Furthermore, new integration within the African continent in terms of markets and regional partnerships provides additional opportunities for growth and development. These integration processes, however, also present indirect challenges for safety and security as is evident across the globe. Processes of in migration such as have accelerated rapidly in South Africa since the transition in the late 1990s are accompanied by significant safety issues where crime and drug syndicate abuse the opening of the borders and economies to pursue nefarious activities. We strive to become a destination for investment and innovative and skilled people as well as a space of intercultural vibrancy such as characterises the most productive innovative economies internationally. To achieve this, we need to develop an approach that protects the innocent, upholds the rule of law and guards against xenophobia. The launch of the Cross Border Management Authority in October 2023 goes a long way to providing a firm platform for achieving this.

Socio-economic vulnerability and Crime trends for the Eastern Cape

The Binding constraints of safety and crime on the Economy Several critical binding constraints of safety and crime on the economy are evident. These include:

- Crime and corruption in Infrastructure development and the construction sector (e.g. “construction mafia”) is directly impeding infrastructure projects crucial for economic development. Enhanced oversight and community engagement in projects needs to be explored.
- Safety concerns in the tourism sector and crimes against tourists are major constraints on growing this key sector. Targeted safety initiatives for tourist areas and transportation need to be explored and enhanced.
- Stock theft and farm attacks constrain agricultural development and the agricultural sector for both larger-scale commercial and small-scale farmers. Rural safety plans and support for farmers must be explored.
- Theft of materials, especially metals (including copper), constrains manufacturing growth and the manufacturing and industrial development sectors. Improved industrial park security and crackdowns on illegal scrap metal trade amongst other things needs to be accelerated and deepened.
- Extortion, robberies and burglaries severely impact small businesses and small business development, especially in townships. Enhanced small business security support is desperately needed.
- Cybercrime and fraud constrain adoption of digital platforms and e-commerce and impact on the digital economy. Improved cybersecurity and digital literacy need to be developed urgently.
- Corruption and mismanagement in local government municipal service delivery directly impair basic service delivery needed for economic activity. Stronger accountability measures and the responsiveness of local government need to be deepened.
- Brain drains through outward migration, partly driven by crime concerns, constrains skills development and availability. Retention strategies for skilled workers must be explored and developed.
- Perceptions of crime and corruption deter domestic and foreign investment and therefore pose significant challenges for investment attraction. Improving the overall security/safety environment and tackling corruption are key for investment promotion.
- Crime impacts significantly on the informal sector growth and constrains livelihoods for many. A more developmental approach to the informal economy is needed.

Our provincial economic development strategy should take a holistic view of the crime-economy relationship, addressing root causes and systemic issues alongside targeted interventions for specific sectors. A balanced approach emphasizing social investment and inclusive growth, rather than just policing is likely to be most effective for sustainable economic development and crime reduction.

In summary the broad trends in the PESTEL analysis discussed above can be summarized as follows:

PESTEL Analysis for The Eastern Cape		
POLITICAL	**ECONOMIC**	**SOCIAL**
Strengthened political mandate for safety	Second poorest province	High GBV and domestic violence levels
Need for improved coordination	Severe budget constraints	Youth unemployment and social challenges
District Development Model focus	High unemployment driving crime	Community mobilization needs - social cohesion challenges persist
Political commitment to anti-corruption	Impact of crime on development especially economic development	Social disintegration is evident. (e.g. widespread substance abuse, family breakdown)
Complex intergovernmental relations	Limited fiscal space for safety program expansion especially in crime prevention	Traditional leadership structures
Political transitions affecting continuity	Economic inequality fueling social tensions	Rural-urban service delivery divides
Competing priorities for resources	Rural-urban economic disparities	Outmigration (350,000 people annually)
Local government capacity challenges	Limited fiscal space for expansion	46% of children in zero-employment homes
		Cultural diversity requiring tailored approaches
TECHNOLOGICAL	**ENVIRONMENTAL**	**LEGAL**
IT infrastructure improvement needs	Rural-urban migration patterns	Constitutional and legislative mandate frameworks (e.g., Civilian Secretariat for Police Service Act, DVA)
Digital communication platforms	Informal settlement challenges	Civilian Secretariat for Police Act
Data management systems	Infrastructure deficits and informal settlements complicating safety efforts	DVA compliance requirements
ICT governance requirements	Geographic spread of service areas	PFMA and other regulations
Growing cybercrime threats and need for modern policing technology (e.g., forensics, digital surveillance).	Rural terrain affecting policing	Policy frameworks
Digital divide affecting rural areas	Environmental design impact on crime (e.g., poor spatial planning, inadequate basic services)	Complex regulatory environment
Smart surveillance opportunities	Climate change affecting rural safety	Need for evolving cybercrime legislation
Social media impact on crime patterns	Infrastructure gaps in remote areas	International treaty obligations
		Traditional law considerations

SWOT Analysis

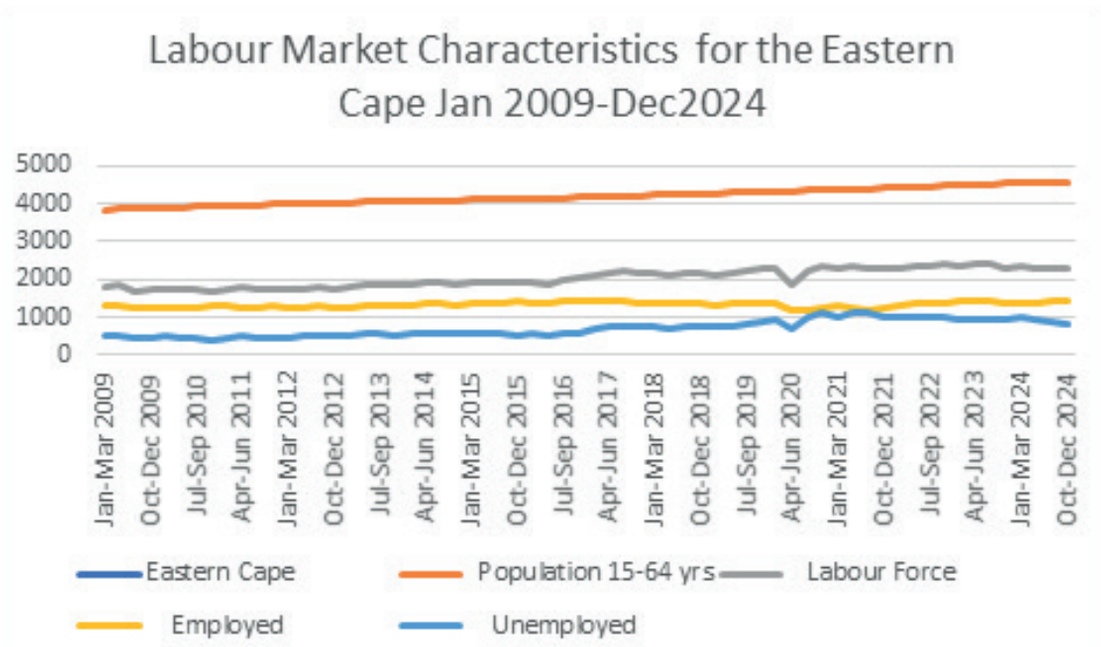
The Eastern Cape Department of Community Safety operates in a challenging environment characterized by high crime rates, socio-economic challenges, institutional constraints, and emerging threats. This SWOT analysis reveals both significant challenges and strategic opportunities for improving community safety outcomes.

SWOT Analysis	
Strengths	**Weaknesses**
Robust policy frameworks supporting safety and policing and strong oversight mandate	Severe resource/budget constraints
Sound intergovernmental coordination/governance framework (e.g., JCPS Cluster, community forums, SAPS partnerships).	Staff shortages, high turnover and human resources systems weaknesses
Proven track record (10 consecutive clean audits)	Limited technological capabilities
Partnerships with state and non-state actors and strong district presence	Dependency on other departments for implementation and limited control over the criminal justice system as a whole
Integrated safety approaches (e.g., Anti-Gang Strategy, Court Watching Brief program)	Rural service delivery challenges
Research/monitoring capabilities	Coordination weaknesses, limited civil society participation and weak community-police relations (Trust)
Opportunities	**Threats**
Partnerships/governance including greater civil society, business and international support linked to broad and progressive mandate	Rising mainly violent crime rates, particularly murder, GBV, stock theft, gang violence, and organized crime.
Technology integration for crime prevention, monitoring, and oversight	Economic challenges: high unemployment (especially youth), poverty rate, economic inequality, budget cuts and intensifying impact of crime on the economy
Community-centered approaches, including youth programs, early intervention, and traditional leadership involvement	Budget cuts, fiscal constraints
District Development Model enabling integrated planning and service delivery	Social unrest, political instability (in managing coalition governance) and protest-related violence due to service delivery challenges
Regional cooperation for cross-border crimes and enhanced focus on emerging crime types.	Sophisticated crime networks including cybercrime and drug-related crimes.
Evidence-based interventions through research capabilities, effective knowledge management and safer cities programs.	Threat of burnout and low staff morale due to high workload

The Eastern Cape Labour Market

There has been a steady increase in the working age population (15-64 years) over the entire period from 3,798,000 in Jan-Mar 2008 to 4,553,000 in Apr-Jun 2024, representing a growth of about 19.9% over 16 years. This consistent growth indicates a potentially expanding workforce, which can be both an opportunity and a challenge for the region's economy. The labour force has shown more volatility compared to the working age population. It increased from 2,138,000 in Jan-Mar 2008 to 2,723,000 in Apr-Jun 2024, a growth of about 27.4%. Notable fluctuations are recorded, particularly during the COVID-19 pandemic (2020-2021). The labour force participation rate (labour force / working age population) has fluctuated but generally increased over time, from about 56.3% in early 2008 to 59.8% in mid-2024. Employment levels have been relatively stagnant over the period, with some fluctuations from 1,301,000 in Jan-Mar 2008 to 1,369,000 in Apr-Jun 2024, representing a 5.2% increase over 16 years. This slow growth in employment relative to the working age population and labour force is very concerning. Unemployment has significantly increased over the period from 838,000 in Jan-Mar 2008 to 1,354,000 in Apr-Jun 2024, a dramatic increase of about 61.6%. The unemployment rate has worsened quite dramatically from 2008 to 2024.

In conclusion while the working age population and labour force have grown, employment hasn't kept pace, leading to increased unemployment. The persistently high unemployment rate suggests structural issues in the Eastern Cape's economy including skills mismatches and lack of job opportunities. The COVID-19 pandemic caused significant disruptions, with a sharp drop in the labour force and employment in mid-2020, followed by a recovery but with increased unemployment. The last few quarters show some positive signs with increasing labour force participation and employment, but unemployment remains high. The faster growth of the working age population compared to employment suggests challenges in absorbing young people into the workforce.



Source: DOCS Policy and Research based on QLFS, 2024

Crime Trends in the Eastern Cape

The Eastern Cape province shows varied crime patterns across its districts, with distinct urban and rural crime profiles. Overall, the province has experienced fluctuating crime rates from 2020 to 2024, with some categories showing improvement while others have worsened. The total community-reported serious crimes decreased by 5.0% from 2023 to 2024, while crimes detected through police action increased by 12.8% in the same period.

This section examines crime trends from October to December (Q3) of 2020 to 2024, focusing on key categories of contact crimes (e.g., murder, assault, robbery), sexual offenses, property-related crimes (e.g., burglary, stock theft), and crimes detected because of police action (e.g., drug-related crimes, illegal firearm possession). Data reveals a diverse crime landscape, with urban districts like Nelson Mandela Bay and Buffalo City experiencing high volumes of violent and property crimes, while rural districts like Alfred Nzo and OR Tambo face challenges such as stock theft and gender-based violence (GBV). Province-wide, contact crimes decreased slightly by 3.9% from 2023 to 2024, property crimes dropped by 5.7%, and police-detected crimes rose by 19.2%, reflecting increased enforcement efforts.

Emerging Crime Trends (2023-2024) can be summarized as follows

- Murder is decreasing in 7 of 8 districts, with Nelson Mandela Bay being the exception
- Common Assault is increasing in most districts, signalling heightened interpersonal violence
- Property Crimes are decreasing across the province
- Stock Theft is increasing in 4 of 8 districts, particularly in rural areas
- Drug-Related Crime is increasing in 6 of 8 districts, showing improved enforcement

Urban Districts

Nelson Mandela Bay District

Nelson Mandela Bay consistently reports the highest crime volumes. Contact crimes peaked at 4,823 in 2023 before decreasing to 4,117 in 2024 (-14.6%). Murders, however, increased from 243 in 2020 to 405 in 2024 (+12.5% from 2023), driven by gang activity and life insurance-related killings. Property crimes decreased significantly (-14.2% in 2024), while police-detected crimes rose by 22.6%, indicating robust enforcement by the SAPS.

Despite some promising trends key challenges remain:

- Escalating murder rates linked to organized crime, life insurance killings and gang violence.
- High incidence of robbery with aggravating circumstances (1,173 in 2024).
- Extortion and carjacking affecting economic stability.

Buffalo City District

Buffalo City saw contact crimes rise from 3,099 in 2020 to 3,484 in 2024 (+4.6% from 2023). Assault GBH increased by 9.2% in 2024, reflecting persistent violence. Property crimes decreased by 5.7%, while police-detected crimes surged by 25.2%, driven by drug-related enforcement.

Key Challenges for BCM include:

- High levels of assault (e.g., 1,489 GBH cases in 2024).
- Rising drug-related crimes in informal settlements.
- Commercial property crime affecting businesses.

Rural Districts

Alfred Nzo District

Contact crimes in Alfred Nzo remained relatively stable, increasing slightly to 1,246 in 2024 (+1.6%). Sexual offenses decreased by 4.3%, while stock theft rose by 9.9%. Police-detected crimes increased by 15.2%.

Key Challenges include:

- Persistent stock theft, especially cross-border (Kwa Bhaca-Qumbu).
- Kidnappings in Mzamba.
- Substance abuse linked to illegal liquor outlets.

Amathole District

Contact crimes increased steadily to 2,501 in 2024 (+2.7%). Murder decreased by 16%, but assault GBH rose by 4.8%. Property crimes spiked by 11.9%, driven by stock theft.

Key Challenges for Amathole include:

- Rising assault and GBV cases.
- Stock theft near Ngcobo and Bityi borders.
- Mob justice linked to service delivery issues.

Chris Hani District

Contact crimes peaked at 2,424 in 2023, dropping to 2,281 in 2024 (-5.9%). Sexual offenses decreased by 16.5%, while police-detected crimes rose by 21.4%.

Key challenges include:

- Fluctuating violent crime rates.
- Stock theft in rural areas.
- Resource constraints limiting police response

Joe Gqabi District

Contact crimes decreased to 1,104 in 2024 (-5.2%). Murders dropped significantly, but assault remained high. Stock theft increased by 12%.

Key challenges include:

- Targeted GBV against single women by stock thieves.
- Murders by hobos/street kids
- Seasonal domestic violence spikes.

OR Tambo District

Contact crimes rose to 3,192 in 2024 (-1.8% from 2023). Murder decreased by 12.6%, but assault GBH increased. Stock theft spiked by 24.2%.

Key challenges include:

- Rising assault and GBV.
- Cross-district stock theft using forests for concealment.
- kidnappings.

Sarah Baartman District

Contact crimes decreased to 2,020 in 2024 (-4.3%). Property crimes dropped by 18.5%, but stock theft remained a concern.

Key challenges include:

- Persistent assault rates.
- Stock theft in rural areas
- Limited police resources.

Overall key trends in the table below can be summarized as follows:

- Most districts show a decrease in murders (except Nelson Mandela Bay) and sexual offenses.
- Property crimes decreased in urban areas but remained stable or increased in rural districts (e.g., Amathole, OR Tambo)
- Police-detected crimes increased across most districts, reflecting enhanced enforcement.
- Nelson Mandela Bay is unique with a significant murder increase (+12.5%), linked to urban organized crime.
- Rural districts (Alfred Nzo, Joe Gqabi, OR Tambo) face higher stock theft rates, unlike urban areas.
- Assault GBH increased in Amathole, Buffalo City, and OR Tambo, contrasting with decreases elsewhere.

Comparative Analysis and Strategic Implications of crime stats for Quarter 3 2023-24				
District	**Murder % Change**	**Sexual Offenses % Change**	**Property Crimes % Change**	**Police-Detected % Change**
Alfred Nzo	-23 counts	-4.3%	0%	+15.2%
Amathole	-16.0%	-3.6%	+11.9%	+7.4%
Buffalo City	-21.3%	+0.3%	-5.7%	+25.2%
Chris Hani	-19.8%	-16.5%	-2.0%	+21.4%
Joe Gqabi	-23 counts	-17.5%	-1.3%	+41.1%
Nelson Mandela	+12.5%	-7.5%	-14.2%	+22.6%
OR Tambo	-12.6%	-7.5%	-0.1%	+40.0%
Sarah Baartman	-21 counts	-2.2%	-18.5%	-3.4%

Key challenges and required responses from the districts are outlined as follows:

Overview from the Districts on Challenges and responses			
District	**Primary Crime Challenges**	**Unique Crime Features**	**Key Response Strategies**
Nelson Mandela	Murder, Carjacking, Commercial Crime	Life insurance murders, Gang-related violence, Extortion of businesses	Tracking technology, Witness protection reforms, Sting operations
Buffalo City	Assault, Property Crime, Kidnapping	High increase in common assault, Drug-related crime rising rapidly	Enhanced police visibility, Youth programs, Drug enforcement units
OR Tambo	Stock Theft, Assault, Sexual Offenses	Cross-district stock theft routes, RAF kidnappings, Forest hideouts	Inter-district task forces, Joint liquor outlet operations, Forest monitoring
Amathole	Assault, Property Crime, Stock Theft	Mob justice, Faction fights, Border-area stock theft	Community leader workshops, Rapid response teams, social cohesion dialogues
Sarah Baartman	Property Crime, Assault, Drug Crime	Significant decrease in stock theft, Steady common assault rates	Rural safety strategies, Community policing forums, Drug awareness programs
Chris Hani	Sexual Offenses, Murder, Assault	Service delivery protests linked to crime, Mob justice	Empowered Community Safety Forums, Integration with service delivery improvements
Joe Gqabi	Stock Theft, Assault, Sexual Offenses	Murders by street children, Seasonal domestic violence, Kraal break-ins	Seasonal GBV campaigns, Emerging farmer security clubs, Oversight tracking
Alfred Nzo	Sexual Offenses, Stock Theft, Assault	New cross-border theft routes, Faction fights, Substance abuse at illegal outlets	Peace Committees, Joint liquor inspections, Rapid Response Teams

The Eastern Cape's crime landscape reveals significant disparities between urban and rural districts. Urban areas like Nelson Mandela Bay and Buffalo City face high levels of violent and organized crime, while rural districts such as OR Tambo and Alfred Nzo struggle with stock theft and limited police resources. Tailored strategies, including enhanced resource allocation, community engagement, and technological integration, are essential to address these challenges effectively. A coordinated provincial approach, combined with district-specific interventions, will be key to improving safety and reducing crime across the Eastern Cape.

Crime trends in the Eastern Cape reveal a society grappling with deep-seated issues that go beyond simple law and order. The data calls for a reimagining of crime prevention and social justice that addresses root causes such as inequality, lack of economic opportunities, and systemic failures in education and social services.

The fluctuations and shifts in crime patterns over this decade highlight the limitations of reactive policing and the need for proactive, community-centered approaches. As we move forward, it is crucial to view these crime statistics as indicators of broader social challenges that require comprehensive, systemic solutions.

The high levels of certain crimes that go unreported are evident from the table below. Less than one third of victims (28.5%) reported theft of personal property and consumer fraud (30.8%). Although some two thirds of victims reported sexual offences (67.5%) and Hijacking (65.4%) one third of victims did not. Victims of street robbery (44.2%) and assault (53.6%) also recorded low levels of those reporting these crimes.

% victims 16 years and older who reported crime to the police 2023/24	
Crime	**% Reporting**
Sexual offence	67.5
Hijacking	65.4
Assault	53.6
Street Robbery	44.2
Psychological Violence	39
Consumer Fraud	30.8
Theft of personal Property	28.5

Source: VOC survey 2024

Feeling Safe

Being safe and managing to avoid becoming a victim and crime statistic is one thing. However, feeling unsafe can also have significant consequences. The National Development Plan (NDP) includes improving the perception of safety in one's home as well as the feeling of safety in one's neighborhood. This affects how a human being interacts with their surroundings, health, and consequently their quality of life. Perceptions of safety are different across different demographic groups.

Despite some fluctuation of the proportion of Eastern Cape residents who felt safe walking in their area of residence at night there has been a significant decline in those who feel safe. This has declined from two thirds (66%) who felt safe in 2013/14 to just over two fifths (43%) in 2021/22, a decline for 2022/23 (39,7%) and a further decline for 2023/24 (34,4%).

The percentage of individuals who felt safe walking alone in their areas of residence at night for the Eastern Cape	
Years	**%**
2013/14	66,0
2014/15	64,9
2015/16	64,9
2016/17	59,0
2017/18	56,0
2018/19	35,3
2020/21	34,4
2021/22	42,7
2022/23	39,7
2023/24	34,4
Policy and Research based on various VOC 2013-2024	

There are several responses from local communities to the fear of crime. Three fifths of local communities from the Eastern Cape (60%) indicated that they protected themselves against crime. This is the second largest proportion of respondents across South Africa, with only the Western Cape scoring slightly higher levels (62%). Given these extremely high levels of household protection against crime, how do community safety interventions help households to strengthen and introduce more effective defenses against crime. Such information and associated support interventions would clearly go a long way in assisting Eastern Cape households to both reduce risks of crime but also address their "fear of crime".

Proportion of People by Province that protect themselves against crime (2021/2022)	
Province	**% Yes**
Western Cape	61.8%
Eastern Cape	59.7%
Northern Cape	43.5%
Free State	44.3%
KwaZulu-Natal	33.6%
Northwest	31.3%
Gauteng	58.3%
Mpumalanga	44.4%
Limpopo	28.9%
Policy and Research based on VOC, 2022	

In beginning to explore how to support local communities in their household defenses against crime the current types of responses are informative. Some members of the local communities make behavioral changes and avoid crime. However, the overwhelming response is associated with physical protection measures. There is clearly a significant opportunity to develop innovative and low-cost security mechanisms for households across social class, neighborhood, and spatial boundaries. Some of the basic security technologies such as for example those developed by Memeza for particularly poor and vulnerable households need to be explored and linked to innovation support from SEDA and the higher education sector in the Eastern Cape. We also need to explore how we can promote some of the first-tier automotive suppliers to support the lighting up of hotspot crime areas across the (particularly rural) Eastern Cape through the roll out of solar streetlights.

What do People in the Eastern Cape do to protect themselves against crime? (Proportion of those who)	
What do People in the Eastern Cape do	**%**
I have now stopped using public transport	1,1
I carry a pepper spray	3,8
I carry a knife/screwdriver/blade	3,7
I carry a gun	0,4
I have enrolled in self-defence class	0,1
Physical protection measure of home (e.g., burglar doors)	70,4
Physical protection measure of vehicles (e.g., alarm)	2,8
Private security (e.g., paid armed response)	8,2
Other (specify)	9,5
Policy and Research based on VOC, 2022	

Challenges for Children and Youth Vulnerability in the Eastern Cape

Although SAPS do not report on women and youth crime trends as part of the quarterly crime statistics releases, Statistics South Africa (Stats SA) releases periodic analyses based on SAPS data. These are however not consistently and regularly reported on limiting their value as indicators and evidence for planning and monitoring. The latest report released in 2024 analyses 2023 data. If we are to improve our evidence-based responses to planning and monitoring youth and gender-based violence, crime and vulnerability we will need to take up the issues of ongoing and appropriate data availability by Stats Sa. Key trends extracted from the latest available reports will be discussed below. It should be noted that some of the latest trends for some issues is a couple of years old.

The Eastern Cape faces significant challenges regarding the safety, well-being, and development of its children and youth. As South Africa's fourth-highest province for crimes against children, the region confronts intersecting issues of poverty, violence, and structural inequalities that disproportionately affect young people.

The province has a shocking rate of child rape, which accounted for 46.0% of reported child crimes in 2010/11, peaking at 55.1% in 2014/15, and remaining high at 45.9% in 2022/23. This persistent issue underscores the vulnerability of children, especially young girls, to sexual violence. Additionally, kidnapping and child abuse are on the rise, with kidnapping cases exceeding the national average for female children.

Percentage distribution of offences for children aged 0–17 years reported to the police in Eastern Cape by year and types of offences, 2010/11–2022/23													
EC	**2010/11**	**2011/12**	**2012/13**	**2013/14**	**2014/15**	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**
Assault GBH	24,9	24,6	21,9	21,1	19,7	19,5	20,5	19,7	18,3	19,0	19,2	16,6	17,7
Common assault	18,1	17,3	15,5	12,9	13,2	12,7	14,0	14,0	13,6	14,7	15,0	15,1	17,1
Attempted murder	1,2	1,4	1,2	1,2	1,1	1,9	1,8	2,7	2,4	2,5	1,7	1,8	2,7
Child abuse	1,7	1,8	2,0	2,2	2,2	1,8	2,0	2,0	2,0	2,1	1,7	2,2	2,3
Kidnapping	0,4	0,7	1,3	1,1	1,5	1,9	1,5	1,8	2,0	1,9	2,0	2,0	2,7
Murder	3,1	2,7	3,0	2,7	2,4	3,1	2,9	3,3	3,2	3,0	3,5	3,0	4,6
Rape	46,0	46,7	49,3	54,2	55,1	52,9	50,8	50,0	51,8	49,2	49,6	51,6	45,9
Sexual assault	4,7	4,8	5,8	4,8	4,8	6,3	6,6	6,7	6,9	7,6	7,4	7,5	6,9
Total	**100,0**	**100,0**	**100,0**	**100,0**	**100,0**	**100,0**	**100,0**	**100,0**	**100,0**	**100,0**	**100,0**	**100,0**	**100,0**

Source: DOCS Policy and Research based on Stats SA 2024

Female children are more likely to be victims of rape, sexual assault, kidnapping, and child abuse, while male children are more vulnerable to assault with grievous bodily harm (GBH), murder, and attempted murder. Both genders are equally susceptible to common assault. Younger children (under 10 years) are at higher risk of familial abuse, including child abuse and sexual assault, while older children (adolescents) are more likely to experience non-familial abuse, such as assault GBH and murder. The most common age group for victims of common assault is 16-17 years.

The Eastern Cape has one of the highest poverty rates in South Africa, with many households relying on grants as their primary source of income. This economic vulnerability exacerbates the risks faced by children, as poverty often leads to inadequate access to education, healthcare, and social services. The province also has a high percentage of grandparents-headed households, with 13.4% of children living with their grandparents, many of whom depend on old age grants and child support grants for survival.

Children in the Eastern Cape face significant challenges in accessing quality education. In 2019, 18.5% of children aged 5-17 experienced some form of violence at school, including corporal punishment, verbal abuse, and physical violence by teachers or peers. The province has a high rate of corporal punishment. Additionally, black African children are three times more likely to experience violence at school compared to their white counterparts.

Percentage of children aged 5–17 years who experienced some sort of violence at school by province, 2009 and 2019

Year	Eastern Cape
2019	18,1
2018	22,2
2017	21,3
2016	22,6
2015	17,7
2014	22,1
2013	23,0
2012	26,4
2011	24,3
2010	22,5
2009	20,8

Source: DOCS Policy and Research based on Stats SA 2023

The Eastern Cape has a high rate of teenage pregnancies including births recorded among children aged 10-14. The Eastern Cape has been singled out as a recording one of the highest incidents of teenage pregnancy including pregnancy off underage girls. This is often linked to sexual abuse and early sexual activity which are prevalent in the province. Furthermore, children who experience maltreatment are at risk of long-term consequences, including mental health issues, substance abuse, and dropping out of school.

Children and youth in the Eastern Cape face a complex set of interrelated risks that jeopardize their safety, education, and prospects. The alarmingly high incidence of child rape, reliance on grandparent-led households amidst economic hardship, pervasive school violence, and socio-economic challenges necessitate urgent, multi-faceted interventions. Addressing these issues requires strengthening child protection services, enhancing family support mechanisms, improving school safety, and fostering economic development to create a secure and supportive environment for the province's young population.

The table below indicates just how vulnerable children are in the Eastern Cape with almost half of the province's children (46%) residing in households with no employed adults. This is significantly higher than the South African average (30%) and way higher than other provinces.

Children living in households without an employed adult, 2018	%
Western Cape	8
Eastern Cape	45,8
Northern Cape	29,2
Free State	35,1
Kwa Zulu Natal	36
North West	34,6
Gauteng	15,1
Mpumalanga	28,6
Limpopo	40,8
Republic of South Africa	29,7
Policy and Research based on GHS, 2020	

Given the importance of the family structure, it is significant that most children in Eastern Cape reside in extended family households (72,5%). Only the KwaZulu Natal family structure is similar (75,3%) to that in the Eastern Cape. Although extended family households can provide positive socialisation experiences, they can also be a source of vulnerability for children.

The challenge for DOCS associated with the above trends for children and youth is that we need to ensure that they find expression in the oversight activities of the department including ongoing DVA and other monitoring of youth and gender-based violence. Our crime prevention engagements as well as our accountability meetings need to include issues raised here. Indeed, the overall safety and policing governance environment through the activities of the JCPS cluster should ensure that these issues are actively addressed in the planning, monitoring and reporting workstreams that the department has a role in enabling.

Trust and Social Cohesion

It is thus somewhat concerning that we find so little reference to these dimensions of safety and policing in the Eastern Cape. In the Eastern Cape trust in the police has always mirrored the national trends but have been slightly stronger than the national perceptions. At some points these levels were significantly higher than the national levels, for example in 2013, 2015 and 2016. After that the general trust in the police in the Eastern Cape declined. The department explored trust in 2015 and estimated provincial levels to be at 55%, which is very similar to the Human Science Research Council research. We need to do more research to understand the drivers of trust in the Eastern Cape and urgently need to begin experimenting with procedural justice approaches to building community-police relationships of trust.

Results Chain Table for Eastern Cape Department of Community Safety 2025-2030

The results chain pathway outlines the activities/interventions through outputs, immediate outcomes, intermediary outcomes, to long-term outcomes. The goal is " Safe Eastern Cape with active and cohesive citizenry ". The table below presents the results chain for the DOCS. It demonstrates how the department has responded to the challenges within its environment based on its mandate enabled by its resource envelope and has developed a strategic response to these challenges. The table focuses on key interventions of the core programs of the department and also outlines key stakeholders that contribute to the achievement of those interventions. The table below effectively forms the basis for the impact monitoring template for the department.

Activities/ Interventions	Outputs	Immediate Outcomes	Intermediary Outcomes	Long-term Outcomes	Key Stakeholders
1. Police oversight through station visits	Oversight reports on police stations monitored. Reports on police stations monitored utilizing provincial monitoring tools	Improved police compliance with regulations. Improved police-community relations	Increased levels of compliance by SAPS Improved service delivery by police	Transformed professional police services. Increased social cohesion and safer communities. An Eastern Cape Province where people are and feel safe	SAPS CSPS IPID CPF District / Metro and Local municipalities
2. Court Watching Brief Programme	Reports on assessments conducted on police inefficiencies through Court Watching Brief Programme	Reduced police inefficiencies in case management Improved handling of GBVF and stock theft cases	Strengthened criminal justice system. Increased levels of compliance by SAPS	Effective and responsive Criminal Justice system. Transformed and professional police services. Increased social cohesion and safer communities	SAPS NPA
3. Monitoring DVA implementation	Monitoring reports on compliance with the Domestic Violence Act by SAPS	Improved police compliance with DVA regulations Better protection for domestic violence victims	Increased levels of compliance by SAPS. Improved service delivery by police	Transformed and professional police services. Effective and responsive Criminal Justice system. Increased social cohesion and safer communities	SAPS CSPS DSD Civil Society Organisations NPA
4. Stakeholder engagement & partnerships	Implementation plans on signed MOUs. JCPS Programme of Action	Increased stakeholder collaboration. Coordinated response to crime	Integrated planning & implementation of safety initiatives. Strengthened criminal justice system	Effective and responsive Criminal Justice system. Increased social cohesion and safer communities	JCPS Cluster Departments District / Metro and Local municipalities Private Security Industry Business Sector Civil Society Organisations

Activities/ Interventions	Outputs	Immediate Outcomes	Intermediary Outcomes	Long-term Outcomes	Key Stakeholders
5. Social crime prevention programmes	Social crime prevention programmes implemented	Enhanced community mobilization. Increased awareness of crime prevention	Enhanced community participation in safety. Improved service delivery	Increased social cohesion and safer communities	SAPS CPF CSO District / Metro and Local municipalities
6. CPF & CSF assessment & capacity building	CPFs assessed on functionality CSF functionality reports	Strengthened community safety structures. Enhanced community mobilization	Enhanced community participation in safety. Greater trust in the police & justice system	Increased social cohesion and safer communities. Transformed and professional police services	SAPS CSPS CPF CSO District / Metro and Local municipalities
7. Community Safety Ambassadors programme	Improved community safety. Reduced crime in communities	Improved community safety. Reduced crime in communities	Enhanced community participation in safety. Improved service delivery	Increased social cohesion and safer communities	SAPS DOE CPF
8. Police accountability sessions	Policing accountability engagements convened	Better police-community relations. Increased police responsiveness to community concerns	Improved service delivery by police. Greater trust in the police & justice system	Transformed and professional police services. Increased social cohesion and safer communities	SAPS CPF JCPS Cluster Departments
9. JCPS cluster coordination	JCPS cluster sessions convened. Workstreams report on JCPS, POA, PMTDP and PSS priorities	Increased stakeholder collaboration. Coordinated response to crime	Integrated planning and implementation of safety initiatives. Strengthened criminal justice system	Effective and responsive Criminal Justice system. Increased social cohesion and safer communities	JCPS Cluster Departments OTP COGTA
10. Research on policing needs & priorities	Research reports on policing needs and priorities. Research reports on policing and safety. Assessments on effectiveness of police service delivery	Evidence-based policing interventions. Improved understanding of policing needs	Increased levels of compliance by SAPS. Integrated planning and implementation of safety initiatives	Transformed and professional police services • Effective and responsive Criminal Justice system. Increased social cohesion and safer communities	SAPS CSPS ECCSECC CPF CSO District / Metro and Local municipalities

Theory of Change Community Safety and Policing Transformation

Contextual Factors

The overall theory of change is influenced and shaped by several contextual factors as discussed and analysed in this situation analysis above. Some of these are under the control of government and some are not. However, the general approach should be one of trying to minimise the impact of the contextual factors by developing appropriate strategies and interventions, that indeed is the role of strategic planning and budgeting in government. Broadly some of the contextual factors as discussed in the situation analysis above include the following:

CONTEXTUAL FACTORS FROM THE SITUATIONAL ANALYSIS THE THEORY OF CHANGE RESPONDS TO	
Resource Constraints:	The department operates in a constrained environment that necessitates innovation and flexibility to "do more with less."
Polycrisis Environment	Multiple overlapping crises (economic, climate change, political uncertainty, local government fragility, energy transition) that increasingly lead to safety, security and vulnerability issues.
Demographic Shifts:	Low population growth due to outmigration (approximately 350,000 people leaving annually)
	Reduction in provincial population share from 15% (1996) to 12% (2022 Changes in population composition (higher proportion of youth and elderly)
Climate Change Impacts	Economy heavily reliant on natural resources
	Increasing intense storm events and droughts
	Socioeconomic disruption from energy transition
Technological Context:	Digital divide and uneven access to technology
	Opportunities for leveraging technology in policing and safety
	Need to address cybercrime
Geo-political Shifts:	Connections with BRICS countries creating new opportunities and challenges
	African continental integration bringing both opportunities and security concerns
	In-migration challenges and potential for cross-border crime
	All of this is complicated by global turmoil linked to the rise of right-wing populism
Labor Market Challenges	Working age population grew by 19.9% over 16 years
	Employment grew only by 5.2% in the same period
	Significant increase in unemployment (61.6%)
Economic Constraints Due to Crime	Construction sector affected by "construction mafia"
	Tourism sector hampered by safety concerns
	Stock theft and farm attacks constraining agricultural development
	Metal theft impacting manufacturing
	Extortion affecting small businesses
	Cybercrime limiting digital economy growth
	Corruption affecting service delivery
Family and Social Structure Issues	46% of children living in households without employed adults
	72.5% of children residing in extended family households
	Vulnerability of youth and women

CONTEXTUAL FACTORS FROM THE SITUATIONAL ANALYSIS THE THEORY OF CHANGE RESPONDS TO	
Crime Trends:	Marginal decreases in sexual offenses and contact crimes
	decrease in property-related crimes
	increase in kidnapping cases
	High levels of unreported crimes (theft of personal property, consumer fraud
Public Perception and Trust	Declining feelings of safety (66% in 2013/14 to 34.4% in 2023/24)
	60% of Eastern Cape communities indicating they protect themselves against crime
	Varying levels of trust in police
Institutional Framework:	Recently revitalized Justice and Crime Prevention and Security Cluster (JCPS)
	Need for strong provincial-level institutional coordination
	Intergovernmental relations challenges
	Need for bottom-up implementation of the Provincial Safety Strategy (PSS)
Historical Context:	Legacy issues in policing
	Historical path dependence of Eastern Cape economy
	Transition challenges from apartheid-era structures

Pathways to a "Safe Eastern Cape with active and cohesive citizenry" – The Theory Of change

The DOCS theory of Change below describes the core problem that the DOCS is grappling with and then defines four key pathways defined by our mandates and key areas of influence through which we embark on effecting change towards our long-term vision through our direct interventions and the changes they create on the road to realising that vision. The table below presents the four pathways underpinned by a theory of change and key assumptions.

<table>
<tr><th colspan="6">Theory of Change Pathways 1-2</th></tr>
<tr><th>Core Problem</th><th>Pathways</th><th>Key Assumptions</th><th>Interventions</th><th>Intermediate Changes</th><th>Long-Term Vision</th></tr>
<tr><td></td><td>Pathway 1: Police Oversight and Accountability</td><td colspan="3">Theory: When police services are monitored and held accountable through formal oversight mechanisms, they will improve compliance with regulations, leading to professional and transformed police services that effectively serve communities.</td><td></td></tr>
<tr><td rowspan="4">Communities in the Eastern Cape Province experience high levels of crime, inadequate and inefficient police services, and a lack of trust in the criminal justice system, contributing to social fragmentation and unsafe living conditions.</td><td rowspan="2"></td><td>Police departments are receptive to oversight.

Oversight bodies have sufficient authority.

Improved compliance translates to better service delivery Regular monitoring identifies systemic issues</td><td>Police station visits and monitoring.

Court Watching Brief Programme.

Monitoring DVA implementation.
Police accountability sessions</td><td>Improved police compliance with regulations.

Better police-community relations.

Reduced police inefficiencies.

Improved protection for domestic violence victims.
Improved service delivery by police

Increased police responsiveness</td><td rowspan="3">Safe Eastern Cape with active and cohesive citizenry characterised by:

Transformed and professional police services.

Effective and responsive Criminal Justice system.
Increased social cohesion and safer communities</td></tr>
<tr><td>Pathway 2: Community Participation and Empowerment</td><td colspan="3">Theory: When communities are mobilized, empowered, and actively participate in safety initiatives, social cohesion increases, leading to collaborative crime prevention and safer communities.</td></tr>
<tr><td colspan="2"></td><td>Communities are willing to engage in safety initiatives.

Enhanced awareness and knowledge leads to behaviour change.

Community structures are representative.
Empowered communities can more effectively partner with formal justice agencies.</td><td>CPF and CSF assessment and capacity building.

Social crime prevention programmes.
Safety Patrollers programme.

Stakeholder engagement and partnerships</td><td>Strengthened community safety structures.

Enhanced community mobilization.

Improved school safety.

Enhanced community participation in safety.

Greater trust in police and institutions of the justice system.</td></tr>
</table>

Theory of Change Pathways 3-4					
Core Problem	**Pathways**	**Key Assumptions**	**Interventions**	**Intermediate Changes**	**Long-Term Vision**
Communities in the Eastern Cape Province experience high levels of crime, inadequate and inefficient police services, and a lack of trust in the criminal justice system, contributing to social fragmentation and unsafe living conditions.	**Pathway 3: Integrated Justice System Approach**	**Theory:** When criminal justice stakeholders collaborate and coordinate their efforts, systemic inefficiencies are reduced, leading to a strengthened criminal justice system that effectively addresses crime.			Safe Eastern Cape with active and cohesive citizenry characterised by: Transformed and professional police services. Effective and responsive Criminal Justice system. Increased social cohesion and safer communities.
		Justice stakeholders willing to collaborate beyond boundaries. Coordinated efforts more effective than siloed approaches. Integration addresses gaps in the justice system. Stakeholders have shared goals despite different mandates.	JCPS cluster coordination. Stakeholder engagement and partnerships. Implementation plans on signed MOUs.	Increased stakeholder collaboration. Coordinated response to crime. Integrated planning and implementation. Strengthened criminal justice system.	
	Pathway 4: Evidence-based Policy and Practice	**Theory:** When policies and interventions are informed by research and evidence, they more effectively address the root causes of crime and community safety challenges/ issues.			
		Research findings integrated into plans and implemented and translated into policies Evidence-based approaches are simply more effective than ignoring the evidence Stakeholders value and utilise research Research accurately captures community needs and issues	Research on policing needs and priorities Assessments on effectiveness of police service delivery	Evidence-based policing interventions Improved understanding of policing needs Informed policy development Strategic resource allocation	

Conclusions

We are currently in a global "poly-crisis" that requires a monumental series of shifts and transitions. The global financialisation crisis of 2009 has lumbered along unresolved and has subsequently deepened and evolved in complexity to include dimensions of climate change, an energy transition, rising inequality (including gender), technology and safety and security. This "poly-crisis" is experienced in a particular way by the Eastern Cape which requires a unique approach and response.

We cannot avoid the fact that the socio-economy in the Eastern Cape is currently under severe stress. This includes the fragility of key social institutions such as the family as well as other desperate socio-economic challenges facing the province. This clearly calls for more socio-economic interventions around household income support. The continuation of the SRD grant is of critical importance as is the exploration of a basic income grant. Despite some recent positive shifts, the economy and labour market in the Eastern Cape has not sufficiently recovered from the Covid-19 shock to address the unemployment crisis. Despite the recent Consumer Price Index decline we still have significant pressure on vulnerable households in terms of food costs. More than ever, increased social support for vulnerable households and preventative safety/crime interventions are required to assist society during this period of severe stress. While there are some positive trends in the recently released crime statistics, we still face serious structural challenges particularly with regards to violence and gender-based violence in particular.

5. Internal Environment Analysis

The Department of Community Safety has a footprint in all eight (08) districts in the province namely, Alfred Nzo, Amatole, Buffalo City, Chris Hani, Joe Gqabi, Sarah Baartman, Nelson Mandela Bay and OR Tambo district including offices at the Head Office in Bisho. As the 7th Administration commences, the Department executed its planning processes to ensure that all districts and the head office are well aligned and equipped with the new priorities and commitments of the term. Firmly anchored in our vision of keeping the Eastern Cape safer with active and cohesive citizenry and our mission to promote community safety through effective & evidence based civilian oversight, multi-stakeholder coordination and collaborative partnership, the department continues to strive for excellence and firming its footprint in the province.

The following section summarizes the Department's capacity to deliver on its mandate, including information about human resources, financial resources and Information and Communication Technology (ICT).

According to the approved organisational structure, the Department has a post establishment of 305 posts. However, the current funded posts are 148 including 11 interns. As of January 2025, the total number of posts filled was 118. The turnover rate of the department has increased resulting in a vacancy rate of 13,86%.

In terms of Employment Equity, out of the total posts filled, 80 are females, while 38 are males. The senior management (SMS) echelon of the Department currently comprises of 10 employees with three (03) vacancies not filled with five (05) males and (05) females. The Department currently is at 2.2% of persons with disability. At middle management level (level 9-12), the department has a total of 38 employees, of which 20 are at Deputy Director level and 18 at Assistant Director level. In order to meet equity targets, the department will target recruitment of females at Deputy director level as currently there are 14 males and only six (06) females at this level.

Below is the breakdown of the Department's employment equity status:

Occupational Classification	Total Number of posts	Total number of vacant posts	Total number of filled posts	Current Demographics	Disability Status
SMS Level 13-15	13	3	10	05 females and 05 males resulting in 50% female and 50 % male representation.	0
MMS level 11-12	21	1	20	06 females and 14 males resulting in 30% females and 70% male representation.	1
Level 9-10	20	2	18	12 females and 6 males resulting in 67% females and 33% male representation.	0
Level 1 – 8	83	13	70	57 females and 13 males resulting in 81,4% females and 18,57% male representation.	2
TOTAL	137	19	118	-	3
Level 1-2 (Interns/temporal)	11	11	0	-	0
Grand Total	**148**	**30**	**118**	**-**	

As part of the Department's contribution to youth development and empowerment, the recruitment drive is underway for Internship and Work Integrated Learnership programme (WIL). During the 2024/25 cycle, the department created spaces for 30 work integrated learners who were part of the Department gaining experience in order to attain their qualifications. The department has built partnerships with various stakeholders such as the SASSETA, East Cape Midlands College, to assist with youth development programmes. Through collaboration with SASSETA, the department managed to train 150 community members on community policing, and this included 60% youth and 40% of them were above 35 years of age. All the candidates were recruited from the Community Police Forum (CPF) structures in five (05) districts as follows:

- Amathole District = 30 candidates
- O.R. Tambo District = 30 Candidates
- Nelson Mandela District = 30 Candidates
- Chris Hani District = 30 Candidates
- Joe Gqabi District = 30 Candidates

The collaboration with SASSETA is set to continue during this term through further training opportunities and placement of students that have completed Safety in Society qualification through the TVET Colleges.

Notwithstanding the impact of the integrated Human Capital Strategy on improving the capacity of the Department, there are still critical gaps in terms of the overall capacity to effectively deliver on its mandate. Given that the demand for services of the Department (as mandated by the CSPS Act, ICVPS and PSS) has increased, there is an urgent need to increase capacity in the core units of the Department – particularly in the area of critical performer posts.

Driven by the above need, the Department reviewed its organizational structure to create a Chief Directorate with additional posts to deliver on its mandate. The department also complies with corporate management model as per the of DPSA and is in a process of aligning its Service Delivery Model (SDM). The proposed organisational structure has a total of 164 funded posts. Of the 164 posts 23 posts are newly proposed posts which will be dedicated to the establishment of Safety Partnership directorate. This will add value to implementing the mandate, however, there is still a need to add more officials at the coal face to ensure maximum implementation and coordination of operations at grassroots level.

In meeting the needs highlighted above, the Department will continue to ensure gender, race and people with disabilities are given high priority, while ensuring that the vacancy rate is maintained at an acceptable level, well below the 10% threshold set for the Public Service. However, due to budget constraints, the Department will likely not be able to exceed its 164 proposed post establishment.

The Department is also committed on ensuring that the well-being of its employees is taken care of through ongoing provision of Employee Health and Wellness programmes for both employees and their immediate family members. This is done through ensuring that all Health and Safety measures are implemented and are in compliance with Occupational Health and Safety provisions is monitored all times. There is also a unit dedicated on ensuring that Mainstreaming programmes are implemented for all persons from designated groups. That includes mainstreaming of women empowerment, disability mainstreaming, children and youth in all departmental programmes and plans. Annually, all national and international calendar of events are observed through educational and awareness programmes for the Departmental employees. In the 2024-2025 financial year, the department has awarded seven (7) bursaries to the employees for the purpose of development. The awarded bursaries were in the following fields: Public Administration, and Human Resource Management. The department has extended the bursaries to external candidates who are studying towards Criminology, Safety and Society and Policing.

Performance management policy of the department is in place and is implemented through annual contracting, reviewal and annual assessment. Moderation for all employees contracted for the financial year was conducted and those with a rating of 3 and above are paid 1.5% pay progression.

The department is currently configured into two programmes which are:

Programme 1: Administration

This programme has six sub-programmes as per Budget Programme Structure, namely; Office of the MEC, Office of the Head of Department, Financial Management, Corporate Services, Legal Services and Security Management. While six sub-programmes are approved, only four sub-programmes are funded in the current departmental structure. The department is utilizing the services of the State Attorney for legal matters and Security Management is a sub-programme within the Office of the HOD.

The Department has an ICT unit under Corporate Services Chief Directorate. In terms ICT service continuity and to ensure compliance with the DPSA Corporate Governance of ICT Policy Framework, a fully operational disaster recovery site has been successfully established by the department. Quarterly testing of replicated machines is also carried out and off site back up is done on regular basis.

One of the challenges that have been identified by the Department is the lack of understanding of the Department's mandate by communities. During the planning process, an intentional stance has been taken to intensify marketing, communication and corporate branding. The department has developed a Communication Action Plan which will serve as a pulse of the department for the next financial year. In this regard, an Annual Communication Plan will be used to implement the Communication Strategy. The plan will be reviewed in line with the Policy Speech imperatives and Annual Performance Plan targets of the department to reflect its corporate image. Our departmental website will be used to augment efforts to market the Mandate of the department to the communities. It is through a client-oriented communication plan, that our department can be placed at the center of the socio- economic development path of the Eastern Cape Province.

Good governance and compliance has been the essence of the Department's performance over the past ten years. The effectiveness of the Audit Committee and the Risk and Ethics Management Committee have ensured that the Department is able to put proper governance and administration systems in place. This has been demonstrated by the attainment of clean audit for ten consecutive years. The department ensures compliance with B-BBEE Act 53, 2003 by considering the objectives of the reconstruction and development programme in the process of identifying specific goals and compel suppliers to claim preference points in all procurement transactions in excess

of R29 999.99 threshold value (i.e. R30 000.00 and more). In order to break a deadlock in the award of contracts, the department awards contract(s) in favour of the supplier that has scored the highest points on specific goals regardless of the threshold value based on Preferential Procurement Policy Framework Act, 2000 and Preferential Procurement Regulations,2022.

Programme 2: Provincial Secretariat for Police Service

This programme has five sub-programmes which are: Programme Support, Policy and Research, Monitoring and Evaluation, Safety Promotion and Community Police Relations. The main function of this programme is to provide oversight to the SAPS and the Metro Police Service, conduct research into policing matters, mobilisation of communities against crime in the province and promote sectoral partnerships. Of outmost importance is the need to finalise the organisational structure review process to accommodate the additional mandate. To align with the impact driven government system, research processes require more focus on evidenced-based research methodologies and advanced quantitative methodologies. This requires increased skills, training and specialist personnel focused on analysing big data, creating dashboards and conducting forecasting, and predictive analysis. Capacitation of all officials within the research directorate and provision of updated systems will be prioritised.

The department has implemented the Ministerial Determination of the Expanded Public Works Programme (EPWP). Through the Expanded Public Works Programme, 34 schools are supported with sixty-eight (68) safety patrollers. Work opportunities were created for safety patrollers. Out of 68 safety patrollers employed from this programme,29 (42,64%) of employees is youth. At Head office two (2) female data capturers were also appointed on contractual basis. During the 2025/26 financial year, it is anticipated that through Expanded Public Works Programme, 100 community safety ambassadors will be appointed across the province.

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MEASURING OUR PERFORMANCE

PART C

PART C: MEASURING OUR PERFORMANCE

1. Institutional Performance Information

The department has taken advantage of the newly reviewed government planning tool. The department had its own planning layout which would have included the following stages:

- Design of the planning processes
- Departmental Management Brainstorming sessions
- Districts and branches internal planning sessions and reports
- Briefing sessions with the lead facilitators (ECSECC)
- Review of the delivery process with ECSECC
- Identification and invitation to key internal and external stakeholders
- Securing the presence and address by the MEC; and
- Convening for a 6-day planning session.

2. Impact Statement

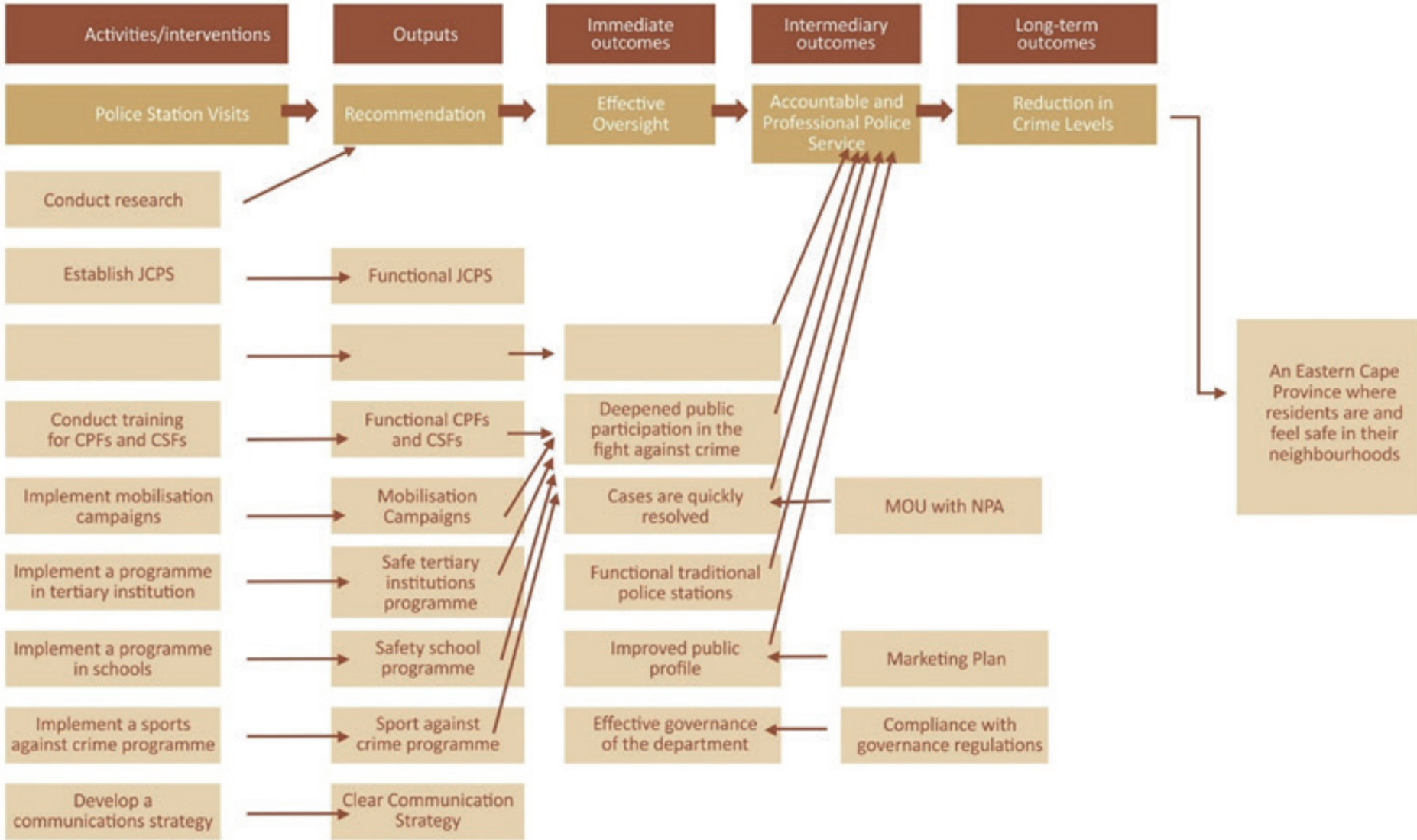
Impact Statement	An Eastern Cape Province where people are and feel safe.

3. Measuring Outcomes

The tables below reflect revisions to the approved Strategic Plan 2025-2030. It also details the revised outcomes that are in line with the Medium-Term Development Plan (MTDP). The outcome indicators, baselines, and targets for the next five years of the MTDP. Revision of the departmental outcomes was occasioned by the realisation that work is being done with respect to the additional new outcome areas. Lack of emphasising them would, by default, result in incomplete reporting on the important critical areas of fighting crime and build a safer Eastern with enhances social cohesion. These outcomes speak directly to priority 3 of the MTDP.

MTDP priority:	**Priority 3: A capable, ethical and developmental state**		
Outcomes	**Outcome indicators**	**Baseline**	**5-year target**
Sustained good corporate governance and performance.	1.1.1 Unqualified Audit Report	Unqualified audit opinion	Unqualified audit opinion
Transformed and professional police services	2.1.1 Percentage (%) of recommendations implemented by SAPS and Nelson Mandela Metro police	New indicator	80% SAPS Provincial competence recommendations
Effective and responsive Criminal Justice system	3.1.1 Percentage of POA implemented	New indicator	100%
Increased social cohesion and safer communities	4.1.1 Number of functional community safety structures	83	198

Results Chain Model



3.1 Planned performance over the five-year period

Department of Community Safety Impact Statement: An Eastern Cape Province where people are and feel safe.

The Department of Community Safety is mandated by the Constitution of the Republic of South Africa; Section 206(3); to oversee the effectiveness of the Police Service and promote Community Police Relations in the Eastern Cape amongst others. To achieve this, the department has 4 outcomes of which 3 are core business related and 1 is administration. Our approach to realizing an "Eastern Cape Province where people are and feel safe "will be multi-faceted in that:

- The focus will be on oversight which will ensure transformed and professional police service by the SAPS. This will further lead to enhanced levels of compliance and implementation of relevant legislation of SAPS.
- Conducting research on policing needs and priorities to enhance evidence-based interventions and oversight
- Coordinating social cohesion and safer communities through the implementation of multisectoral partnerships to promote safety.

Outcomes for the Department:

Sustained good corporate governance and performance.

- To create a safe and secure environment through its oversight, research and social crime prevention mandate and programmes, the departmental Corporate Service programme will ensure that the operational programme of Community Safety is supported through transformation programmes for vulnerable groups; improve the management of Risk, Anti-Corruption and Integrity Services. Both within the department and communities we will focus on youth development and mainstreaming women and people with disability participation in our programmes.
- Suppliers that service the department will be paid within 30 days and through the Advisory Budget
- Committee the department's expenditure will be managed.
- A core service to support the Community Safety Programme would be an effective ICT system that improves the quality of working life of personnel.
- Through compliance to relevant legislation amongst others like the Constitution of the Republic of South Africa, PFMA; the department will ensure it responds to government priorities through its Annual Performance Plan in line with its Strategic Plan.
- Covid 19 has brought about a "new normal" and in some way this will also contribute to the culture change as to how we conduct our business.
- To promote good governance and improve performance; ongoing performance review sessions will be led by the HOD and Senior Management and capacity building programmes will be made available to all staff so as to ensure we contribute to a safe and secure environment.

Transformed and professional police services

- To ensure compliance by SAPS and the Metro Police our oversight mandate will focus on performance of SAPS through service delivery evaluations; unannounced visits; police accountability meetings; Court Watching Brief and responding to complaints against SAPS to improve service delivery for SAPS.
- The Oversight mandate of the department will ensure transformed and professional police services (SAPS and Nelson Mandela Metro police) in the province through monitoring police performance and conduct. These will be done through service delivery evaluations,unannounced visits; policing accountability engagements; Court Watching Brief and responding to complaints against the police to improve service delivery .
- Joint meetings will be held between SAPS;NM Metro police and the department so as to ensure that departmental recommendations are implemented.

- SAPS response to Gender Based Violence and Femicide and other forms of violence will be strengthened through our monitoring of police stations through our DVA and communities through accountability meetings.
- As we continue to become a professional oversight body our research programme will continuously focus on policing needs and priorities through various research programmes like GBVF; analysis of murder dockets and community police relations
- Various National Monitoring and evaluation tools will be administered to assess the SAPS level of professionalism.

Effective and responsive Criminal Justice System

- The provision of community safety for the people of the Eastern Cape is dependent on strong collaboration within the Criminal Justice and Social Sector partners.
- The creation of a safe and able environment for economic growth, development and cohesive communities through a responsive value chain of the criminal justice system.
- To strengthen this collaboration the department will engage the Criminal Justice and Social Sector partners through the JCPS Cluster and further through the Provincial Safety Steering Workstream and create a platform for all spheres of government to engage so as to achieve Priority 3 of the Programme of Action which is: “A capable, ethical and development state” focusing on Social cohesion & safety community.
- Building a capable, ethical and developmental state and improved Justice Crime Prevention and Security Cluster through the implementation of the Programme of Action and a high level of accountability in the execution of provincial priorities.
- The participation of the department in governance, state capacity and institutional development cluster ensures that there is inter-departmental participation in crime prevention measures.
- Court watching brief program is another method used to ensure the criminal justice system departments strengthen their working relations for the effective case management.
- Improve institutional participation in provincial government clusters to enhance the output of the multi-sectoral whole of government model to improve community safety.

Increased social cohesion and safer communities

- The implementation of the Provincial Safety Strategy and its workstreams to deepen the trajectories of safer communities
- Improving the impact of the POA through provincial wide contribution of sector departments and partnerships
- Advance partnerships with municipalities and other spheres of government, and civil society through MOU’s, SLA’s and cooperative agreements towards improved coordination of government resources, collaboration and impact.
- Enhance Community Mobilization and participation through the strengthening of Community Police Relations and crime prevention models
- Data - Driven approaches to identify areas of need and measure the effectiveness of initiatives.

4. Key risks and mitigations

Outcomes	Key Risk	Risk Mitigation
Sustained good corporate governance and performance.	Deterioration of governance systems, accountability and integrity	▪ Review of the internal governance framework (Merge/reduce governance structures) ▪ Finalise financial resourcing and human resource allocation for the implementation of the culture change action plans. ▪ Ongoing monitoring and reporting on the coordination and implementation of culture change plan. ▪ Review and implement an annual objective internal climate assessment & analysis). ▪ Develop culture change strategy and implementation plan ▪ Finalise development and approval of the talent management strategy ▪ Improve integration of risk management into planning cycle by ensuring that strategic risk assessment is done concurrently during review of strategic plans, APPS and budgets and finalized by end of Quarter 3 ▪ Development and awareness on organisational BCM ▪ Monitoring and reporting on Unwanted expenditures (Unauthorised, Irregular, Fruitless and wastefull expenditure (UIF) ▪ Conduct work study investigation to determine the needs of the organisation ▪ Develop business case and submit to provincial treasury for funding
	Business interruption and Discontinuation	▪ Consolidation of business inputs for institutional BCM implementation plan ▪ Ongoing monitoring and reporting on implementation of the business continuity implementation plan ▪ Develop an organisational 3 year -Business Continuity Management Plan. ▪ Ongoing monitoring and reporting on the functionality of the departmental business continuity management structure ▪ Ongoing engagements with Public Works for the building and the Landlord ▪ Conduct quarterly OHS committee meetings ▪ Conduct OHS risk assessment and implementation plan ▪ Conduct training of SHE REPs and replacements
	ICT systems unable to support departmental outcomes.	▪ Ongoing monitoring and reporting on the testing of systems for service continuity. ▪ Conduct trainings for employees on ICT policies ▪ Develop ICT business case for all ICT related projects
Transformed and professional police services	Resistance or lack of cooperation from SAPS in addressing transformational oversight recommendations/ findings	▪ Department to make inputs during the review of legislation ▪ Strenghten our engagements with SAPS ▪ Review terms of reference
Effective and Responsive Criminal Justice System	Collaboration and alignment of strategies amongst stakeholders to prevent crime	▪ Develop and approve an organisation-wide stakeholder/partnership governance strategy ▪ Reporting on Implementation of MoUs ▪ Formalize relations with stakeholders, (direct correspondence with stakeholders confirming participation in work streams) ▪ Iniitiate process to consolidate resources for social crime prevention programmes (the effectiveness of this depends on key external stakeholders) ▪ Costing of Provincial Safety Strategy (PSS) Implementation plan

Outcomes	Key Risk	Risk Mitigation
Increased social cohesion and safer communities	Lack of shared responsibilty in community safety and increased community vulnerability	▪ Strengthen use of Social Networks (Whatsapp groups) for communication, reporting and receiving feedback /correspondence from communities. ▪ Continuous monitoring and reporting on capacity building for community safety structures. ▪ Implementation of reviewed CFS policy ▪ Develop timeframes and capture challenges for escalations ▪ Establish governance structure for partnerships ▪ Develop terms of reference ▪ Continuous monitoring and reporting on the support provided in the establishment of functional structures and ▪ Development of anti-Vigilante strategy ▪ Continuous monitoring and reporting on the outcomes of the assessment performed on functionality of community structures. ▪ Continuous monitoring and reporting on the implementation of the Public Education Programme
	Safety and oversight decisions not evidence based	▪ Ongoing Reporting on research recommendations ▪ Support the process of reviewing the departmental knowledge management strategy.

5. Public Entities

The department of Community Safety has no public entities.

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TECHNICAL INDICATOR DESCRIPTIONS (TIDs)

PART D

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDS)

Indicator title	1.1.1 Unqualified audit opinion
Definition	The financial statements prepared by the department are free from material misstatements and there are no material findings on reporting on performance objectives or non-compliance with legislation.
Source of data	Financial statement, quarterly performance reports, annual performance information
Method of calculation or assessment	The audit opinion expressed by the auditors on the audit report
Assumptions	All reports as legislated are prepared and submitted to external stakeholders on time and the departmental processes and procedures are in accordance with applicable rules and regulations
Disaggregation of beneficiaries (where applicable)	Not applicable (N/A)
Spatial transformation (where applicable)	Districts and Provincial
Desired performance	Accurate information and compliance with rules and regulations
Indicator responsibility	Head of Department

Indicator title	2.1.1 Percentage (%) of recommendations implemented by SAPS and Nelson Mandela Metro Police
Definition	Recommendations derived from the legislature, research, community police relations and monitoring and evaluation will have to be implemented by the SAPS. The department would require relevant tools to track and keep record of implementation thereof.
Source of data	SAPS Implementation plan
Method of calculation or assessment	Simple count
Assumptions	Adequate cooperation by the SAPS and Nelson Mandela Metro Police
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Districts and Provincial
Desired performance	Full implementation of recommendations by SAPS and Nelson Mandela Metro Police
Indicator responsibility	Programme Manager

Indicator title	3.1.1 Percentage of POA implemented
Definition	This refers to the monitoring of implementation of POA by JCPS cluster departments
Source of data	JCPS Workstream report
Method of calculation or assessment	Simple
Assumptions	Accessibility and availability of information and reports
Disaggregation of beneficiaries (where applicable)	All communities including women, youth and people with disabilities
Spatial transformation (where applicable)	Not applicable
Desired performance	Improved CJS
Indicator responsibility	Chief Director – Community Safety

Indicator title	4.1.1 Number of functional community safety structures
Definition	This refers to the number of functional community safety and community police forums and street/village communities
Source of data	CPF Assessment tools
Method of calculation or assessment	Simple count
Assumptions	Accessibility and availability of information and reports
Disaggregation of Beneficiaries (where applicable)	All communities including women, youth and people with disabilities
Spatial Transformation (where applicable)	Not applicable
Desired performance	Safer communities
Indicator responsibility	Chief Director – Community Safety

Annexures to the Strategic Plan:

Annexure A: District Development Model

District Development Model Projects (Infrastructure and Non-Infrastructure Projects)

Institution	Strategic Focus1	Transformation Area2	Project Name	District Municipality and Project Leader	Sector	Project Description3	Location:	Project Value4	Funding (Budgeted for/not)	Project Duration	Implementation Partners	Roles and responsibilities of the stakeholders
Department of Community Safety	Increased social cohesion and safer communities	Social transformation	Functional community safety structures	All District Managers in all District Municipalities	Safety and Security	Facilitate functional Community Safety Fora, Community Police Fora, Community Safety Ambassadors	Alfred Nzo, Amathole, Buffalo City, Chris Hani, Joe Gqabi, Nelson Mandela, OR Tambo and Sarah Baartman	R 3 809 311.00	Equitable share EPWP Incentive Grant	Annually	Municipalities, NGO's, traditional Leaders/ Authorities, Faith Based Organisations (FBO) and Community Based Organisations (CBO)	Develop and implement community safety plans Mobilisation of communities
Department of Community Safety	Increased social cohesion and safer communities	Social transformation	Community Mobilisation against crime	All District Managers in all District Municipalities	Safety and Security	Focusing on relevant safety challenges such as stock theft, GBV, substance abuse through integrated intervention to change situation.	Alfred Nzo, Amathole, Buffalo City, Chris Hani, Joe Gqabi, Nelson Mandela, OR Tambo and Sarah Baartman	R 1 600 000.00	Equitable share	Annually	Municipalities, all sector departments, NGO's, traditional Leaders/ Authorities, Faith Based Organisations (FBO) and Community Based Organisations (CBO)	Assist in implementing any plans that are developed to try and reduce the crime situation within their areas of jurisdiction
Department of Community Safety	Increased social cohesion and safer communities	Social transformation	Policing Accountability engagements	All District Managers in all District Municipalities	Safety and Security	Holding members of the SAPS and Metro Police accountable to communities through community participation sessions	Alfred Nzo, Amathole, Buffalo City, Chris Hani, Joe Gqabi, Nelson Mandela, OR Tambo and Sarah Baartman	R2 228 586.00	Equitable share	Annually	JCPS partners – NPA, Correctional Services, Department of Social Development, SAPS, Department of Justice	Development and implementation of implementation plans (IPs) for service delivery issues raised in the engagements by community members.

Departmental narrative on District Development Model (DDM) in the province.

The Department of Community Safety through the District Managers are participating in the District Development Structures where they are already existing and functional. Given that our department does not deliver physical service but play an oversight role over the South African Police Service (SAPS) and Metro Police, it has identified the above areas as a niche for intervention. It is our firm view that the socio-economic service delivery initiatives can only make an impact and be sustainable in an environment where people are and feel safe. We want to place citizens at the centre of their own development and safety as we contribute to the goal of a safer Eastern Cape community.

Annexure B: Consolidated Indicators

Institution	Outcome Indicator	Five Year Target	Data Source
Department of Community Safety	1.1.1: Unqualified audit opinion	Unqualified audit opinion	Financial statements, quarterly performance reports, annual performance information
	2.1.1: Percentage (%) of recommendations implemented by SAPS and Nelson Mandela Metro Police	80% SAPS Provincial competence recommendations	SAPS implementation plan
	3.1.1: Percentage of POA implemented	100%	JCPS workstream report
	4.1.1 Number of functionality community safety structures	198	CPF assessment tools

NOTES

NOTES

Province of the
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