



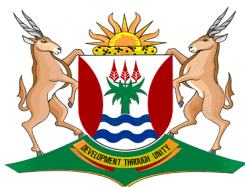
# SERVICE DELIVERY

## IMPROVEMENT PLAN

01 APRIL 2018 – 31 MARCH 2021



Province of the  
**EASTERN CAPE**  
SAFETY & LIAISON



Province of the  
**EASTERN CAPE**  
SAFETY & LIAISON

**OFFICE OF THE HEAD OF DEPARTMENT**

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REPUBLIC OF SOUTH AFRICA

**Attention: Ms W Tikana**

**SERVICE DELIVERY IMPROVEMENT PLAN 01 April 2018 – 31 March 2021**

Dear Ms Tikana

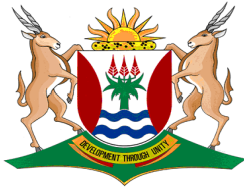
1. In accordance with Part III C1 and C2 of the Public Service Regulations, 2001 and paragraphs 7.1.5 and 7.2.1 of the White Paper on the Transformation of the Public Service Delivery, (Batho Pele) 1997, the Executive Authority is required to ensure that his/her Department develop and implement a Service Delivery Improvement Plan (SDIP), as well as publishing an annual statement of public service commitment, which depicts the Department's service standards (Service Charter).
2. Kindly receive the attached SDIP for the Department of Safety and Liaison for your approval.

Kind regards

**Zukile V Kani**  
Accounting Officer  
01 April 2019

Approved by

**Ms Weziwe Tikana**  
Executive Authority  
01 April 2019



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**EASTERN CAPE**  
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**SERVICE DELIVERY**

**IMPROVEMENT PLAN**

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# SDIP DOCUMENT

## Document Title

Eastern Cape Department of Safety and Liaison Service Delivery Improvement Plan (SDIP) 2018-2021

## Name of Department

Eastern Cape Department of Safety and Liaison

## Physical Address

Arche's Building  
7 Taylor Street  
King Williams Town  
Eastern Cape  
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REPUBLIC OF SOUTH AFRICA

## Creation Date

01 March 2018

## Effective Date

01 April 2018

## Owner Title

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Department of Safety and Liaison Employees

## Editor

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Acting Chief Director: Corporate Services  
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## Distribution

SDIP Committee and DSL staff on approval

## Our Stakeholders:

Other departments/institutions/components in Government at a National and Provincial level  
Local Government structures  
South African Police Service

Labour Unions

Special interest groups and pressure groups, such as Environmental Organisations.

Non-Governmental Organisations (NGOs) and Community Based Organisations (CBOs)

Faith Based Organisations (FBOs)

Development Committee (DevCom)

Traditional Leaders

Community Leaders

**Security Classification**

Open Source

## Control

Improving service delivery to the citizens is an integral part of continuous socio-economic transformation of society. The SDIP as a tool to facilitate effective and efficient service delivery by making public service responsive to the needs of the people as envisaged in the *Batho Pele* White Paper. It is in this context, that the Eastern Cape department of Safety and Liaison has committed in improving the services it delivers to its beneficiaries. Accordingly, this document demonstrate how in action is the department going to improve its delivery of services to the people during the financial year 2019/20.

The following key role players participated during the two sessions of the development of the 2018 – 2021 Service Delivery Improvement Plan.

No.	Name and Surname	Business Unit	Contact Numbers and Email Address
<b>INTERNAL STAKEHOLDERS</b>			
1.	Ms. Pumla Ngakula	Chief Director Provincial Secretariat for Police Service	043 605 6 222/6237 <a href="mailto:Pumla.ngakula@safetyec.gov.za">Pumla.ngakula@safetyec.gov.za</a>
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No.	Name and Surname	Business Unit	Contact Numbers and Email Address
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27.	Ms. Thotyelwa Loyilane	Corporate Services	<a href="mailto:Thotyelwa.loyilane@safetyec.gov.za">Thotyelwa.loyilane@safetyec.gov.za</a>
<b>EXTERNAL STAKEHOLDERS</b>			
28.	Mr. L Kuboni	Deputy Director OTP	
29.	Ms. AR Moss	OTP	
30.	Ms. N Somtsora	OTP	
31.	Ms Folusho	DPSA	

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## ACRONYMS

APP	Annual Performance Plan
CBO's	Community Based Organizations
CIO	Crime Intelligence Office
CJS	Criminal Justice System
CLO	Community Liaison Officer
CPF	Community Police Forum
CPO	Community Police Officer
CSF	Community Safety Forum
CSPS Act	Civilian Secretariat for Police Service Act
DEVCOM	Development Committee
DPSA	Department of Public Service and Administration
DPW	Department of Public Works
DSL	Department of Safety and Liaison
DVA	Domestic Violence Act 116 of 1998
EPWP	Expanded Public Works Programme
FBO	Faith Based Organizations
GBV	Gender Based Violence
HoD	Head of Department
ICT	Information Communication Technology
IPID	Independent Police Investigative Directorate
IOD	Injury on Duty
JCPS	Justice Crime Prevention and Security Cluster
MEC	Member of the Executive Council
M&E	Monitoring and Evaluation
MTEF	Medium Term Expenditure Framework
NCPS	National Crime Prevention Strategy
NDP	National Development Plan
NGO	Non-Governmental Organization
NMET	National Monitoring and Evaluation Tool
OPS Plan	Operational Plan
OTP	Office of the Premier
PFMA	Public Finance Management Act
PSS	Provincial Safety Strategy
SAPS	South African Police Service
SDIP	Service Delivery Improvement Plan

## SIGN-OFF

In developing the Service Delivery Improvement Plan (SDIP), the department held two (2) engagement sessions: the first one at the Steve Biko Centre on the 13<sup>th</sup> of December 2018 followed by the 2<sup>nd</sup> session hold on the 07 February 2019 at the departmental boardroom. Participation was inclusive of employees from both programmes of the department from an Assistant Directors, District Managers upwards to a Chief Director level.

The Office of the Premier (OTP) attended and assisted the Department in putting up the first draft. Department of Public and Administration (DPSA) joined the second session in February 2019 and further enriched this SDIP. The SDIP document is linked to the strategic plan document for 2015-2019. The situational analysis that the department has conducted has informed the development of the current Annual Performance Plan (APP), Operational Plan (OPS) and SDIP.

A service delivery improvement committee was established to deal with issues of service delivery and Batho Pele.

### Service Delivery Improvement Plan (SDIP) Committee Members

No.	Name and Surname	Business Unit	Contact Numbers and Email Address	Role
1.	Ms. Pumla Nqakula	Chief Director Provincial Secretariat for Police Service	043 605 6 222/6237 <a href="mailto:Pumla.nqakula@safetvec.gov.za">Pumla.nqakula@safetvec.gov.za</a>	Chairperson
2.	Ms. Nonkubela. Mlenzana	Director Monitoring and Evaluation	043 605 6235/6236 <a href="mailto:Nonkubela.mlenzana@safetvec.gov.za">Nonkubela.mlenzana@safetvec.gov.za</a>	Member
3.	Ms. Nwabisa Libala	Chief Financial Officer	043 605 6229 <a href="mailto:Nwabisa.libala@safetvec.gov.za">Nwabisa.libala@safetvec.gov.za</a>	Member
4.	Ms Miranda Singotho	District Manager	043 742 0618 <a href="mailto:Miranda.singoto@safetvec.gov.za">Miranda.singoto@safetvec.gov.za</a>	Member
5.	Ms. Nomfundo Mahonga	Acting Chief Director Corporate Services	043 605 6224 <a href="mailto:Nomfundo.mahonga@safetvec.gov.za">Nomfundo.mahonga@safetvec.gov.za</a>	Member
6.	Mr. Archie Ralo	Director Strategic Management	043 605 6238 <a href="mailto:Archibald.ralo@safetvec.gov.za">Archibald.ralo@safetvec.gov.za</a>	Member
7.	Mr. Bongani Mlambo	Batho Pele Coordinator	043 605 6841 <a href="mailto:Bongani.mlambo@safetvec.gov.za">Bongani.mlambo@safetvec.gov.za</a>	Coordinator

The draft document which was crafted was submitted to Chief Director Core Business to confirm the services. The final document was circulated to Chief Directors to source buy-in. The document is sent to the Acting Head of Department and the MEC for approval.

It is through these engagements that the focus areas / key services were identified and defined, as:

1. Conduct community campaigns on Gender-Based Violence (GBV) with particular focus on Domestic Violence; and
2. Management of complaints lodged against members of SAPS based on poor service delivery.

The departmental footprint for service delivery is at the district level. Accordingly, SDIP is wired through our district offices who are at the coalface of service delivery. As implementors of the plan, they report directly to the Chief Director – Community Safety.

The Chief Director for Community Safety which is the core function of the department, will monitor and report back to the Office of the Premier (OTP) through the departmental Accounting Officer. On the basis of the report on monitoring of implementation, evaluation will take place after a three year circle and further improvements be done.



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**Mr Zukile Kani**  
**Accounting Officer**  
**Date: 01 April 2019**

**Approved / not approved**



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**Ms Weziwe Tikana**  
**Member of the Executive Council**  
**Date: 01 April 2019**

# SDIP DEVELOPMENT APPROACH

## Introduction

The Service Delivery Improvement Plan (SDIP) focuses on two (2) service areas which are, and whose purpose is to achieve:

- **Focus Service Area 1:** Conduct community campaigns on Gender-Based Violence (GBV) with particular focus on Domestic Violence;

The intentions of this focus service area is to mobilise and strengthen communities, promote an integrated approach and improve multi-agency collaboration in community safety with specific reference to GBV.

- **Focus Service Area 2:** Management of complaints lodged against members of SAPS based on poor service delivery.

The intentions of this focus area is to ensure citizens' satisfaction through effective and efficient policing.

## Preparatory process

The preparatory included the following key processes:

- Request approval for internal and external consultation;
- Identification and secure participation of relevant stakeholders and issue notices;
- Develop draft SDIP document for discussion based on the Framework and circulate it to envisaged participants;
- Arrange logistics for the consultation sessions; and
- Convene consultation sessions.

The above internal preparatory process, is notwithstanding the regular participation of the department in multi-stakeholder for a such as Provincial GBV forum and Compliance Forum. Through these forums, we are able to present the departmental programmes and activities.

## SDIP development approach

TEAM	DATE	STAKEHOLDERS	PURPOSE
Mr. Mlambo and Ms Nqakula Chief Director – Community Safety	13 December 2018	All Senior Managers, District Mangers and Assistant Directors, and relevant section within the provincial office of the department; District Mangers and Assistant Directors, and the Office of the Premier (OTP)	To consult and review the SDIP
Mr. Mlambo and Ms Nqakula Chief Director – Community Safety and Chairperson of the SDIP Departmental Committee	07 February 2019	All Senior Managers, District Mangers and Assistant Directors, and relevant section within the provincial office of the department; District Mangers and Assistant Directors, Office of the Premier (OTP) and DPSA	Re-draft the reviewed SDIP document
Mr. Michael Msebi, Mr. Bongani Mlambo and Ms. Thotyelwa Loyilani, all from Head Office	20 – 22 February 2019	National and Provincial departments	Bench-marking session with other provinces
Mr. Mlambo and Mr. Ralo (Strategic Management and Organisational Development)	10 June 2019	DSL and OTP	Feedback on the DSL draft SDIP document from the OTP

## Communication Plan

1. Conduct community campaigns on Gender-Based Violence (GBV) with particular focus on Domestic Violence; and
2. Management of complaints lodged against members of SAPS based on poor service delivery.

Key Communication Channels include the following traditional systems which will be cross cutting during the implementation of the SDIP. These are: Radios, Television, Marketing material and the Imbizo.

Activities	Responsibility	Messengers	Target Audience	Channel	Time Frame
Updating of information on the departmental website	Deputy Director: Marketing and Communication Unit	MEC, HOD, Spokesperson of the department, Communicators, Program Managers and District Managers, Chief Director for Provincial Civilian Secretariat for Police and Finance Management	JCPS, SAPS, IPID, government departments/institutions/components at provincial and national level. Communities, Municipalities, Organised Labour, Special Interest Groups, pressure groups such as environmental Organisations, Non-governmental organisations (NGO), Community Based Organisations (CBOs), Traditional Leaders, Community Leaders, Community	Departmental Internet and Website,	Weekly
Distribution of promotional material	Deputy Director: Marketing and Communication Unit	Community Liaison Officers, district staff, Chief Director for Provincial Civilian Secretariat for Police		Newsletters, Stationery, Brochures, Posters, Flyers, Pamphlets, Booklets	Quarterly
Printing of the newsletters (Internal and external)	Deputy Director: Marketing and Communication Unit	MEC, HOD, Spokesperson of the department, Communicators, Program Managers and District Managers and DSL officials and Chief Director for Provincial Civilian Secretariat for Police		A4 glossy magazine and electronic newsletter	Quarterly
Provision of branding services	Deputy Director: Marketing and Communication Unit	Communication personnel		Banners	Ongoing
Provision of photography and videography services	Deputy Director: Marketing and Communication Unit	Communication personnel		DVDs and photo gallery	Ongoing
Coverage of the department on both print and broadcast media	Deputy Director: Marketing and Communication Unit	MEC, HOD, Spokesperson of the department, Program Managers and District Managers and Chief Director for Provincial Civilian Secretariat for Police		Mainstream and Community Newspapers, Mainstream and Community Radio Stations, Television, Marketing Material and Imbizo	Ongoing

## IMPLEMENTATION PLAN

KEY SERVICES AREAS	ACTIVITY	TIMELINE	BY WHO/ RESPONSIBLE PERSON
Conduct community campaigns on Gender-Based Violence (GBV) with particular focus on Domestic Violence.	Conduct public education / awareness campaigns, focusing on Gender Based and Domestic Violence.	Quarterly reports	District Managers, Director: Monitoring and Evaluation.
Management of complaints lodged against members of SAPS based on poor service delivery.	100% recording of complaints received from the public.	Quarterly reports	District Managers, Director: Monitoring and Evaluation.
	Monitor SAPS adherence to complaints handling mechanisms. (National Instruction 6 of 2017.		

## REPORTING PLAN

The approved SDIP will be a source documents for the reporting on implementation of the services identified in the document. A quarterly and annual template will be developed and circulated to all districts, directors and chief directors to report on the work done during the quarter. A quarterly report will be consolidated by the co-ordinator and presented to the SDIP Committee on a quarterly bases. During the oversight engagements whereby all programs account on their performance the co-ordinator will present the progress report. The Annual report will be presented and feature in the departmental annual report.

KEY SERVICES AREAS	ACTIVITY	REPORTING PERIOD	BY WHO/ RESPONSIBLE PERSON
Conduct community campaigns on Gender-Based Violence (GBV) with particular focus on Domestic Violence.	Conduct public education / awareness campaigns, focusing on Gender Based and Domestic Violence.	Quarterly reports	District Managers, Director: Monitoring and Evaluation.
Management of complaints lodged against members of SAPS based on poor service delivery.	100% recording of complaints received from the public.	Quarterly reports	District Managers, Director: Monitoring and Evaluation.
	Monitor SAPS adherence to complaints handling mechanisms. (National Instruction 6 of 2017.		

## MONITORING PLAN

The Strategic Planning Unit will develop a Monitoring and Evaluation plan that seeks to oversee the SDIP implementation and service delivery to attain the strategic objectives of the department. This plan will outline how services will be delivered based on the key service rendered to public (performance indicators). The M&E plan will determine whether the department is doing things right to achieve its intended objectives as outlined in the Service Delivery Improvement Plan (SDIP) document. It also outlines the forms of data collection, data use and data storage to ensure that all the decision to be taken are evidence based decisions. SDIP is monitored on a quarterly basis, through quarterly SDIP meetings and all the evidence submitted will be reviewed and signed off by the chairperson of the SDIP committee. The evidence will be stored in secured office space and will be filed in share drive electronic filing system under the M&E unit, this is part of the Departmental archive system. The Monitoring and Evaluation will be conducted based on the Results-Based Management Approach on a quarterly basis.

KEY SERVICES AREAS	ACTIVITY	MONITORING MECHANISM	PERIOD	BY WHO/ RESPONSIBLE PERSON
Conduct community campaigns on Gender-Based Violence (GBV) with particular focus on Domestic Violence.	Conduct public education / awareness campaigns, focusing on Gender Based and Domestic Violence.	Analysis of Portfolio of evidence from districts.	Quarterly	Ms Pumla Nqakula
Management of complaints lodged against members of SAPS based on poor service delivery.	100% recording of complaints received from the public.			
	Monitor SAPS adherence to complaints handling mechanisms. (National Instruction 6 of 2017.			

Monitoring of the SDIP focuses primarily on the outputs, activities and inputs. This will be monitored in line with the departmental Performance Information Management Policy, Planning, Performance Management and Evaluation Procedures Manual and Standard operating procedure processes. Performance verification process is conducted on quarterly basis following the pattern/sequence described in the departmental policy framework.

## EVALUATION PLAN

The SDIP will be evaluated based on the principles of evaluation as defined in the National Evaluation Policy Framework, which describe Evaluation as a systematic collection of and objective analysis of evidence on public policies, programs, projects, functions and organisations to assess issues such as relevance, performance (effectiveness and efficiency), value for money, impact and sustainability and recommend way forward. The department will conduct an implementation evaluation after three (3) year of the implementation. The implementation evaluation will answer the following critical issues:

- Does the operational mechanism applied, on the intervention, support the achievement of objectives?
- Look at activities, outputs and outcomes, use of resources and casual links (checking design)?
- Does it build on the existing monitoring system?
- Do operations applied during the intervention improve the efficiency and efficacy of operational processes?
- Are Indicators and assumptions of high quality?

KEY SERVICES AREAS	ACTIVITY	EVALUATION PERIOD	BY WHO/ RESPONSIBLE PERSON
Conduct community campaigns on Gender-Based Violence (GBV) with particular focus on Domestic Violence.	Conduct public education / awareness campaigns, focusing on Gender Based and Domestic Violence.	Once every three years	Ms Pumla Nqakula
Management of complaints lodged against members of SAPS based on poor service delivery.	100% recording of complaints received from the public. Monitor SAPS adherence to complaints handling mechanisms. (National Instruction 6 of 2017.		



**CHANGE MANAGEMENT IMPLEMENTATION PLAN**

CHANGE MANAGEMENT IMPLEMENTATION PLAN							
N	Task Details	Start Date	End Date	Started (Y/N)	On Track (Y/N)	RESPONSIBLE DRIVER	
PHASES OF CHANGE		TOTAL NUMBER OF DELIVERY DAYS:					
<b>INITIATION AND ESTABLISHMENT</b>							
CREATING THE CLIMATE FOR CHANGE	1	Mandating of the Task Team		Y	Y	HOD	
	2	Get the vision right and Executive buy –in		Y	Y	HOD	
	3	Establish Key Structures and Processes		Y	Y	HOD	
	4	Define Mandates, Roles and Responsibilities		Y	Y	Coordinator	
	5	Induct and orientate all teams		Y	Y	Coordinator	
	6	Development of terms of reference for the Team		Y	Y	Committee	
	7	Development of change management strategy and communication plan		Y	Y	Committee	
	8	Development of the service delivery improvement roll out plan		Y	Y	Committee	
<b>CREATING COMMITMENT AND SUPPORT FOR CHANGE</b>							
ENGAGING AND ENABLING THE ORGANISATION	9	Awareness Consultation Sessions through Roadshows with: Impact Analysis		N			
	10	Define the change vision and strategy as contained and defined in the delivery concept document		N			
	11	Development of capacity building plan and implementation to support identified citizens		Monthly			
	12	Set up change portal for communication and reporting		N			
	13	Consistent, ongoing communication		N			
	14	Monitor and report on implementation		N			
	15	Consistent project status and frequent interventions		N			
IMPLEMENTATION AND SUSTAINING CHANGE	16	Post implementation assessment: customer satisfaction survey		N			
	17	Evaluation and assessment of progress and impact		N			

# LEGAL MANDATE, LISTED SERVICES AND SITUATIONAL ANALYSIS

## Vision

A crime free and safe Eastern Cape.

## Mission

To build safer communities through civilian oversight of the police and community participation.

## Values

- **Service excellence**  
The Department of Safety and Liaison is committed to ensuring productivity by applying best work methods to render excellent services to communities.
- **Accountability**  
The department of Safety and Liaison 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.
- **Integrity**  
The department is committed to sound business practices that are honest and disassociated from all forms of corruption & unethical conduct.
- **Value for money**  
The department is committed to providing opportunities for growth that will enhance empowerment of its employees as well as efficient service delivery.
- **Equity**  
The department is committed to fair distribution of resources and services for the benefit of internal and external stakeholders.

## Legislative Mandate

### Constitution of the Republic of South Africa, 1996.

Section 206 (3) of the Constitution 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 Cabinet member responsible for policing with respect to crime and policing in the province.

### South African Police Service Act, 1995.

In terms of South African Police Service Act, Provincial Secretariat is required to support the Provincial Member of the Executive Council for Safety and Security by:

- Providing advice on all policing matters
- Ensuring civilian oversight of the South African Police Service (SAPS)
- Promoting democratic accountability and transparency in the SAPS

- Providing a legal advisory service
- Providing communication and administrative support
- Monitoring the implementation of SAPS policy
- Conducting research into any policing matters and reporting thereon

#### **South African Police Amendment Act, 1998.**

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 in the event that the municipal police service has failed to comply with set conditions.

### **Core Legislative Mandate**

**The Civilian Secretariat for Police Service Act 2 of 2011 empowers the Provincial Secretariat to:**

- 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 and establish and promote partnerships; and
- Manage the enhancement of community safety structures within the province.

**The Independent Police Investigative Directorate Act 1 of 2011, 2011 provides that the Secretariat.**

- 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 Secretariat: reporting on the implementation of the DVA, dealing with SAPS applications for exemptions etc

### **Policy Framework**

**White Paper on Safety and Security, 1998.**

The paper provided for the Provincial Secretariat taking responsibility for:

- Initiating and coordinating social crime prevention programs
- Mobilizing resources for social crime prevention programs
- Coordinating a range of provincial functions – health, education, welfare and local government – to achieve more effective crime prevention
- Evaluating and supporting the social crime prevention programs at local government level
- Implementing and taking joint responsibility for social crime prevention programs in areas where local government is poorly resourced or lacks capacity
- The establishment of public – private partnerships to support crime prevention

**National Crime Prevention Strategy, 1996.**

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

**The Provincial Safety Strategy** has adopted a four pillar approach and the key focus areas are:

- Strengthen Communities Against Crime
- Prevent Violence
- Prevent Corruption
- Strengthen the Criminal Justice System

## Governance Legislative Mandate

- **Public Service Act, 1994**  
The Act provides for the regulation of conditions of employment, terms of office, discipline, retirement and discharge of members of the Public Service and matters connected therewith.
- **Public Finance Management Act, 1999.**  
The Act provides for the regulation of financial management in the department to ensure that all revenue, expenditure, assets and liabilities are managed effectively and efficiently and to provide for the responsibilities of persons entrusted with financial management.

In line with the critical shifts in sector policy relating to the Civilian Secretariat Act and the IPID Act, and the envisaged re-alignment of the mandate for provincial departments of Safety and Liaison in particular, and crime prevention and civilian oversight, the Department has reviewed the Provincial Crime Prevention Strategy.

## UPDATED SITUATIONAL ANALYSIS

### Introduction

The Eastern Cape population is at 6 492 550. The ratio of South African Police Service (SAPS) to population is 1: 456 far above the International Norm of 1:315. This represent a deficit of 141 police officers. Out of 197 police stations, 195 have Community Police Forums (CPFs), all operating under one Provincial CPF Board.

Economic growth and labour absorption are unlikely to drive socio-economic stability in the short to medium term in the Eastern Cape. Instead, we are likely to experience an increased reliance on social welfare grants accompanied by higher levels of socio-economic vulnerability. The likely consequences of this forecast are that community safety and policing will be a major challenge in the next term of government. Tightening austerity measures and budget shrinkage are likely to affect the department the hardest since there will be a need to respond to increasing and more complex crime patterns.

Unless the safety and policing sectors engage in a major drive to realise greater levels of internal efficiencies and develop more innovative responses to community safety and policing, society as a whole will likely not be or feel any safer than they are today.

## Identifying Key Challenges

### Policy and Research

The research conducted by the department has highlighted a range of issues linked to the mandate of the department. However, going forward a number of key challenges could be highlighted. The Eastern Cape must make rural safety its key priority for the next five years. Many of the weaknesses and key threats to provincial safety and stability are linked to a crisis of socio-economic development in the rural areas of the province. Our rural people (especially women and children) are the most vulnerable, least resourced in terms of policing and least able to establish sustainable safety structures at local government level due to institutional underdevelopment. The eruptions of cannibalism, witchcraft, persecution of people with albinism, vampirism, ukuthwala (minor forced marriages), stock theft, gangsterism in schools, alcohol and drug abuse, mob justice and the susceptibility of poor people to religious sects and cults in our rural areas are all signs of an extremely volatile, vulnerable and damaged social fabric. Prioritising the rural areas is critical both for reducing victimisation and fear of crime for rural citizens but equally for urban centres which become affected by the spill over.

After twenty years of the Domestic Violence Act (DVA), we are no closer to really addressing the scourge of domestic violence and gender based violence in general. Instead domestic violence is evolving and increasing and our range of Programs are just not enough to stem the tide and push back this monster. Going into the 6<sup>th</sup> democratic administration, we desperately need a review of the extent of our current Programs and the development of new Programs in the areas where there is little to no support.

Emerging intense violence and gangsterism in schools must be dealt with urgently. Our schools have not yet become the institutions of democracy as we expected and in many instances continue to reproduce violence and other negative activities among learners. We need to explore innovative ways of developing a complex set of interventions to transform schools into democratic knowledge institutions.

The current school patroller Program linked to the Expanded Public Works Program (EPWP) is a successful example of the Community Work Model currently being explored in a number of contexts around South Africa.

Its value derives both from delivering an effective service, in this case addressing school violence, as well as providing employment opportunities for desperate communities. This is still not enough as not all schools in the Province benefit from this program. Out of 5000 schools, only 91 are benefiting. Further exploration and development of Programs within this model will be critical short to medium term government interventions in addressing many of the challenges linked to a weak economy with low employment growth. The department might explore linking these type of Programs to the higher education sector in the Eastern Cape.

After twenty five years, South African democracy is still relatively youthful and unevenly developed. Many of the rural, desperately poor municipalities in particular have not yet managed to establish basic services functions let alone mature relationships of trust between the local state and the community. This is reflected in the high levels of ineffective Integrated Development Planning, co-ordination, implementation as well as a surge in services delivery protests. Where local government failure coincides with an absent local economy high levels of vulnerability are experienced by local communities - particularly women and children. Yet local government is precisely the spatial context where we need to establish effective community safety initiatives and to effectively co-ordinate and implement government Programs. It is here where people live victimisation and the fear of crime and where outcome three of the National Development Plan must be realised. Given the diversity of

our local government context we will need to change tack and develop a model of Community Safety Forums (CSFs) which is sensitive to the diversity of local contexts and which tailors support mechanisms accordingly. This is squarely within the core mandate of the department

Alcohol and drugs are a major problem across all socio-economic and spatial groups. In many instances crime and violence are associated with some form of drinking or drug abuse. The huge increase in the distribution of heavy drugs are now penetrating the rural areas and is always accompanied by property crimes and violence. The availability of alcohol in the Eastern Cape is of epidemic proportions often available from outlets directly next door to schools. The department and SAPS must ramp up initiatives to regulate the access to alcohol. A first step is to lobby for the Liquor Board to fall under the DSL.

Slow implementation of departmental recommendations by the SAPS, more especially on the handling of complaints.

### **Monitoring and Evaluation**

The current legislation does not cover certain aspects of vigorous oversight over SAPS, for instance there is no recourse for non-implementation of recommendations by the SAPS and this poses a limitation on exercising oversight. The SAPS is not bound to implement the recommendations as there is no recourse to non-implementation. The department is planning to contribute to the review process of the current legislation. The department still uses manual systems to monitor SAPS effectiveness. We are unable to monitor all 196 police stations per year as expected and the long time it takes to prepare and submit reports affects the analysis of reports. The department intends to develop an automated ICT Solution in order to speed up the process of oversight in all 196 police stations in the province. However within our baseline the department cannot afford to fund the ICT Solution Project.

### **Community Police Relations**

The Eastern Cape Safer Communities Survey (2015-16) examined community police relations in the Eastern Cape from the perspective of assessing why there is a breakdown in community-police relations as well as to develop a new model for community police relations. The results of the survey suggest that policing is a social relational phenomena which requires high levels of trust and legitimacy if it is to be effective and not sink into an authoritarian and confrontational model of policing. Currently there is a significant trust and legitimacy deficit in the community-police relationship. In identifying strategies for restoring trust and legitimacy it was clear that in addition to being effective in fighting crime greater levels of trust and legitimacy could be achieved through the police behaving in a procedurally fair way towards the community. In a context of dwindling budgets these kinds of low cost high impact interventions should increasingly be explored as strategies for improving community-police relations

Community police relations are strengthened and implemented through Community Police structures at police stations, cluster and provincial level. These structures were established in 1995 and have played an instrumental role in ensuring that the police are transformed from agents of oppression to servants of the community. This has been achieved through meetings at stations, cluster and provincial levels and also through various crime prevention initiatives.

There are 195 CPFs, in 21 clusters and one Provincial Community Police Board in the province. The number of CPFs per district are as follows:

- Alfred Nzo: 14
- Amathole: 53
- Chris Hani: 31
- Joe Gqabi: 28
- Nelson Mandela Metro: 32
- O R Tambo: 12
- Sarah Baartman: 25

There is no model for the funding of Community Police Forum. There is a need for additional budget to ensure that CPFs formulate action plans which are aligned to SAPS and to respond to the call to fight crime in the form of social crime prevention campaigns and community activities. The department is unable to adequately capacitate the CPFs in various skills in order to sustain themselves. The department intends to conduct various capacitation workshops in partnership with the Department of Social Development and other critical partners.

The issue of remuneration to CPF members is posing a challenge for its sustainability as most of the members in the province are unemployed volunteers. To mitigate this, the department is implementing a Safety Patrollers Project where 182 safety patrollers who are CPF members are deployed to 91 schools within the province.

The duties of the safety patrollers are amongst others the following:

- Conduct patrols within schools
- Contribute to gate control duties at schools
- Assist with scholar patrols where it does not exist
- Cooperate with School Governing Bodies and School Management
- Co-operate and provide information to SAPS on matters relating to school safety

The project is funded from Expanded Public Works Program (EPWP's) conditional grant and the Department of Public Works has emphasized that departments should not be dependent on conditional grants to sustain the job opportunities created by EPWP. In order to expand the Safer Schools Program and obtain more funding from National Public Works, the department intends to increase the number of schools participating in the program.

## Safety Promotion

The department has identified the following hotspot areas on various forms of crime:

Murder		Attempted Murder		Sexual Offences		Stock Theft		Cash In Transit	
1.	Mthatha – No 9 in the country	1.	Gelvandale – No 1 in the country	1.	Mthatha – No 5 in the country	1.	Mthatha – No 1 in the country	1.	Mthatha No 8 In the country
2.	Bethelsdorp -13	2.	Bethelsdorp - 4	2.	Lusikisiki – 10	2.	Maluti – 2	2.	Swartkops - 21
3.	Kwazakhele - 17	3.	Kwazakhele – 9	3.	Bethelsdorp	3.	Sulenkama – 3	3.	Uitenhage – 22
4.	Lusikisiki - 22	4.	New Brighton - 24	4.	Ngqeleni	4.	Qumbu – 4	4.	Cofimvaba
5.	Ngqeleni - 28	5.	Mthatha	5.	Centane	5.	Mt Frere – 6	5.	Alice
6.	Ngcobo	6.	Cradock	6.	Kwazakhele	6.	Bityi - 7	6.	Mdantsane
7.	Libode	7.	Motherwell	7.	Libode	7.	Dalasile – 16	7.	East London
8.	New Brighton	8.	KwaDwesi	8.	Dutywa	8.	Stutterheim – 25	8.	Port Alfred
9.	Cofimvaba	9.	Butterworth	9.	Ngcobo	9.	Tsolo - 28	9.	Gelvandale
10.	Idutywa	10.	Mt Frere	10.	Tsolo	10.	Ngqeleni	10.	Lady Frere

*\* (The number next to each hotspot indicates its position in the country) (Source: SAPS Provincial crime stats release for period 2017/18)*

The department is responsible for building safer communities through community mobilization which requires collaboration with other stakeholders. However this has become a challenge to sharing of

resources in respect of the Programs that the department conducts. In addressing this issue the department is planning to enter into Memorandum of Agreements with relevant stakeholders. Although the establishment and the functionality of CSFs is legislated through a policy, it is difficult to implement it in the province. The challenge is that, municipalities who, as directed by the policy, are supposed to be implementers, submit that this mandated is not funded. Nevertheless, the department will continue to advocate for the implementation of the policy through, amongst others, the Municipal Integrated Development Planning and adoption processes.

## **Corporate Services**

The department is wary of the shrinking fiscus of the province, as a result the department is currently doing more with less. In the spirit of fiscus consolidation, the department has been rationalizing non-core posts to provide funding for the gaps where there are human resource pressures.

Furthermore, the department is revisiting the current service delivery model as it does not support the operations and its service delivery requirements. The current district model caters for a one size fits all approach, and this does not assist the districts. Therefore, the district model that is about to be reviewed, contextualises factors and realities of each district such as geography/typography etc., will be taken into consideration to ensure efficiency and effectiveness. A bottom up internal planning process will be canvassed.

Even though the department reviewed its organisational structure, the Office of the Premier is yet to forward the reviewed structure to the Minister of Public Service and Administration for considered approval. The delay is demoralizing our employees and affecting their performance negatively. The lack of funding for the Civilian Secretariat as a long overdue mandate is not helping the situation either.

## **Health and Safety of employees**

The primary objective of the department is to ensure that it provides a conducive working environment that is safe for all employees. The department finds itself in a situation where it cannot provide and adhere to health and safety requirement as stated in the Occupational Health and Safety (OHS) Act due to the budgetary constraints.

## **Office Accommodation and Furniture**

The department continues to have a need for office furniture and equipment for existing employees and they cannot be funded from the current baseline. The furniture that is being utilised by the existing staff is way too old and need to be replaced. We have received numerous complaints from employees regarding the use of improper chairs and desks however, the department continues to have insufficient budget for procurement of office furniture. The prevailing conditions might in future result in increased IOD cases and increased sick leaves due to back aches and stiff necks, etc.

Furthermore, the department re-located to Arches Building in February 2017. The building has limited/insufficient office space thus resulting into officials sharing offices and desks. The lack of adequate office space puts enormous pressures on the department as it is difficult to keep records and assets properly and to provide offices for existing and future employees.

The department has shown some growth in the recent years as compared to the time when the request for alternative accommodation was submitted to the Department of Public Works. Continuous engagement are made with the Department of Public Works for additional office accommodation as we have to provide our officials conducive work environment for them to be



productive at work. The Department of Public Works has identified the Old Standard Bank building as an alternative accommodation for the department, and had planned to occupy the space in April 2019. This necessitated the department to procure office furniture. The department could however not occupy the building due to developments in the province which resulted in another department occupying the space with the approval of the DPW.

## Marketing and Communication

The existence of the Department of Safety and Liaison is warranted by the need to promote community safety and security. There is a greater demand to strengthen the implementation of the department's marketing strategy in order to put the organization in a good stead in terms of its mandate to be better known by the general public.

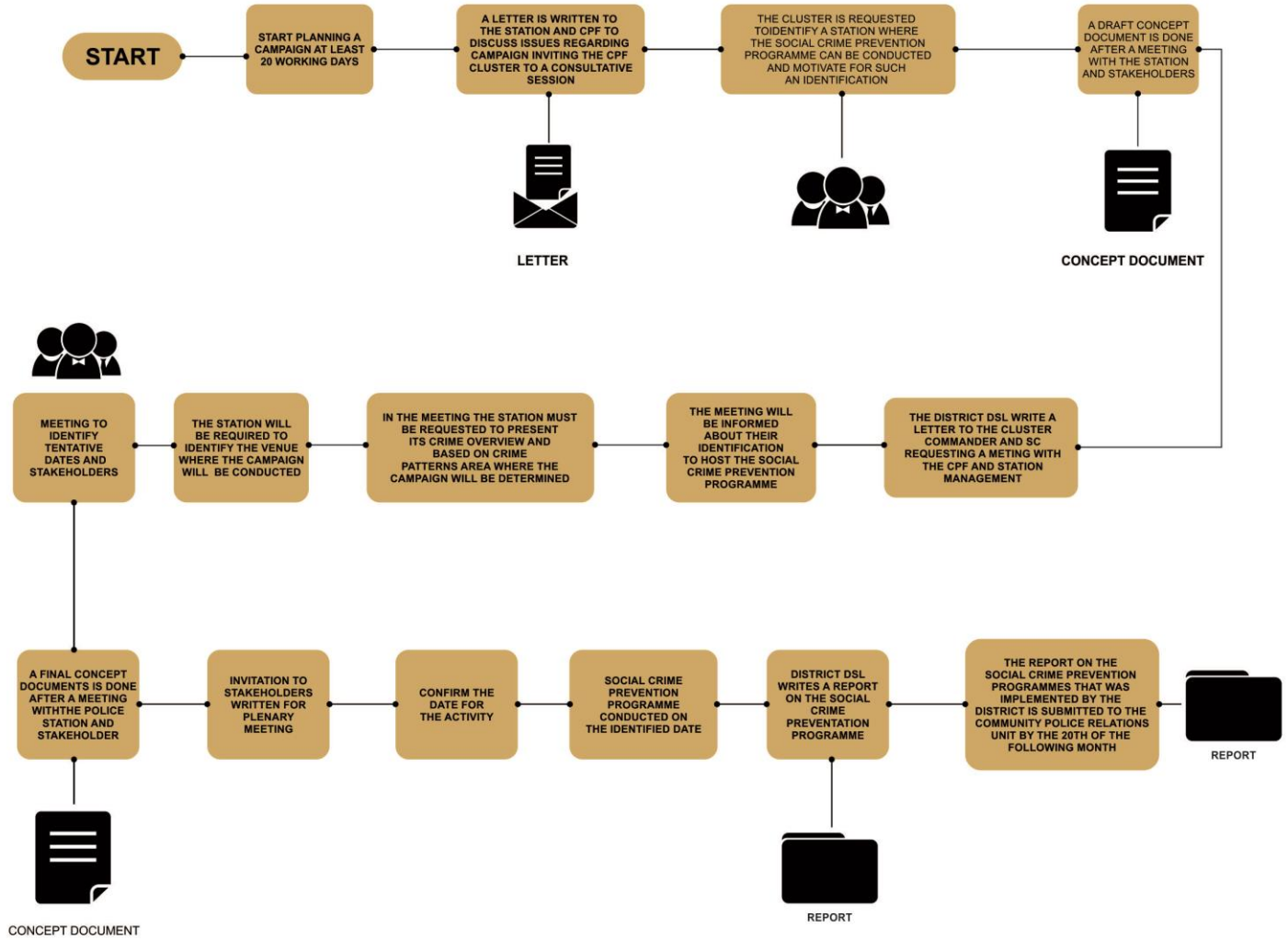
## Identification of key services

**KEY SERVICE ONE:** Conduct community campaigns on Gender-Based Violence (GBV) with particular focus on Domestic Violence.

### 1. IMPLEMENTATION STEPS

- a) Start planning a campaign at least 20 working days.
- b) The cluster is requested to identify a station where the social crime prevention Program can be conducted and motivate for such an identification. A meeting is convened between the Station and CPF in the precinct.
- c) A letter is written to the Police Station and CPF to discuss issues regarding a campaign inviting the CPF Cluster to a consultative session to discuss issues around social crime prevention Programs (cluster CPF board, Cluster Commander).
- d) In the meeting the station must be requested to present its crime overview and based on crime patterns the area where the campaign will be held will be determined.
- e) On the basis of the crime overview, previous experiences, consultation of the operation plan the collective will brain-storm and view the kind of Program that can be held.
- f) The station will be requested to identify the venue where the campaign will be conducted.
- g) Meeting to identify tentative dates and stakeholders.
- h) A concept document is done after a meeting with the Police Station and stakeholders.
- i) Invitations are written to stakeholders for plenary meetings.
- j) Confirm the date for the activity.
- k) Social Crime Prevention Program conducted on the identified date.
- l) District CLO writes a report on the social crime prevention Program/ campaign.
- m) Assistant Manager verifies the campaign through confirming with the CPF or Station Commander that the campaign did tool place as per the report by the CLO. On confirmation of this the Assistant Manager makes a comment on the report that this campaign did/ did not took place.
- n) The District Manager only approved the report on confirmation from the Assistant Manager that the campaign did take place as per the report.
- o) The report on the social crime prevention Programs that was implemented by the district is submitted to the Community Police Relations Unit by the 20<sup>th</sup> of the following month.
- p) The Provincial coordinator consolidates a report on the social crime prevention Programs that were implemented in the districts.
- q) The consolidated report is submitted quarterly by the Community Police Relations with is summarized findings and recommendations to the SAPS and CSPS.

## IMPLEMENTATION FLOW CHART FOR GBV AND DVA AWARENESS CAMPAIGN

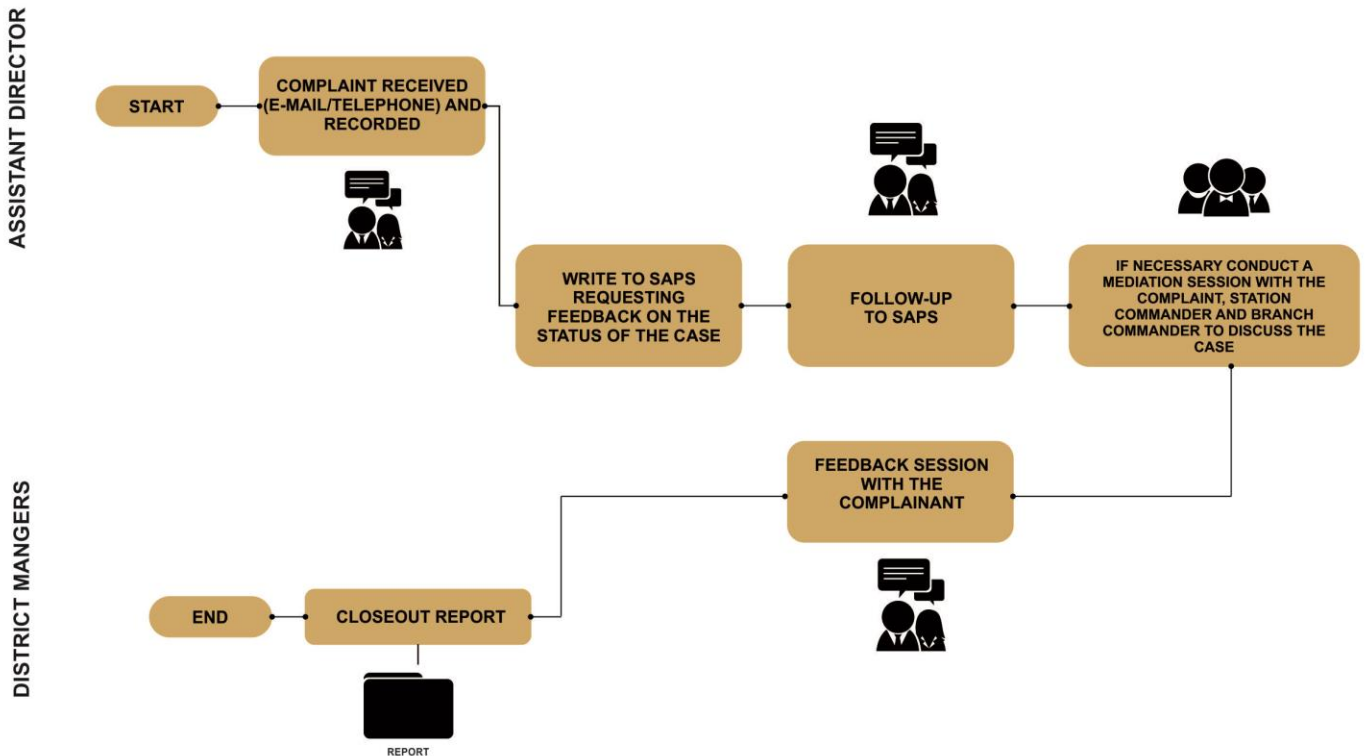


**KEY SERVICE TWO:** Management of complaints lodged against members of SAPS based on poor service delivery.

**2. IMPLEMENTATION STEPS**

- a) Record down all the particulars of the complainant; name, contact details, case number (if available), the Police Station where the case was reported; Complainant’s physical address.
- b) Open an individual file with a reference number. ie. JGD/103-03-2016 for easy tracking.
- c) On a written complaint acknowledge the receipt within three (3) working days and give the process that will be followed.
- d) Within three (3) working days after receipt refer the complaint to the relevant police station quoting the Case Number if it was provided by the complainant.
- e) Allow a maximum of nineteen (19) working days for SAPS to finalize the case, as indicated in the Standing Order (general) 101. If they exceed, request tangible reasons for that.
- f) Within twenty (20) days of receiving feedback from SAPS, administer a Customer Satisfaction Tool.
- g) Subject to the feedback from the complainant, if the complainant is not satisfied the complaint is referred to the Cluster office.
- h) On a monthly basis a district will submit a report (attached as **Annexure G**) on the monitoring of complaints by the district submitted to SAPS to the Monitoring Evaluation Unit.

**IMPLEMENTATION FLOW CHART FOR COMPLAINTS MANAGEMENT**



# ACTION PLANNING

KEY SERVICES	BENEFICIARIES	PERFORMANCE AREA	CURRENT STANDARD	DESIRED STANDARD
Conduct community campaigns on Gender-Based Violence (GBV) with particular focus on Domestic Violence. Management of Complaints lodged against members of SAPS based on poor Service Delivery	Communities	7 districts	2018/19 85 of social crime prevention programs conducted	2019/2020 87 social crime prevention Programs 2020/2021 89 social crime prevention Programs 2021/2022 89 social crime prevention Programs
	Communities	7 districts	84 reports	84 reports

## Batho Pele Principles

KEY SERVICES	CURRENT STANDARD	DESIRED STANDARD
Conduct community campaigns on Gender-Based Violence (GBV) with particular focus on Domestic Violence. Information Value for Money Redress	<b>Batho Pele principles</b> 2018/19	<b>DESIRED STANDARD</b> 2019/2020 2020/2021 2021/2022
	Consultation	85 of social crime prevention programs conducted
	Service Standards Access	100% 87 social crime prevention Programs 100%
	Courtesy	85 communities (policing precincts) were reached Consultation with all affected communities and relevant stakeholder were done
	Openness & Transparency	Campaigns were open to all stakeholders in a local municipality e.g. SAPS brings outstanding documents to update communities
	Information	Invitations of awareness sessions are followed up with telephonic reminders
	Value for Money	Community meetings held quarterly to give feedback
	Redress	Communicate back to communities and relevant stakeholders and explain reasons for deviation
		87 communities (policing precincts) were reached Consultation with all affected communities and relevant stakeholder to be done Campaigns were open to all stakeholders in a local municipality- all relevant documents/information to be brought to the sessions Invitations of awareness sessions are followed up with telephonic reminders Community meetings held quarterly to give feedback
		89 social crime prevention Programs 100% 89 communities (policing precincts) to be reached Consultation with all affected communities and relevant stakeholder to be done Campaigns were open to all stakeholders in a local municipality- all relevant documents/information to be brought to the sessions Invitations of awareness sessions are followed up with telephonic reminders Community meetings held quarterly to give feedback Communicate back to communities and relevant stakeholders and explain reasons for deviation



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