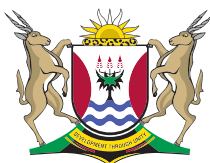




SERVICE DELIVERY IMPROVEMENT PLAN 2020 - 2021



Province of the
EASTERN CAPE
SAFETY & LIAISON



Control

Improving service delivery to our citizens is an integral part of continuous socio-economic transformation of society. The Service Delivery Improvement Plan (SDIP) is 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 demonstrates how the department is going to improve its delivery of services to the people of the Eastern Cape during the financial year 2020/21.

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 13th of December 2018 followed by the 2nd session held on the 07 February 2019 at the departmental boardroom. Participation was derived from the entire management echelon of the department.

The Office of the Premier (OTP) attended and assisted the Department in putting together the first draft. Department of Public Service and Administration (DPSA) joined the second session in February 2019 and further enriched this product.

Furthermore, National and Provincial departments were convened in Cape Town from 20-22 February 2019 to learn best practices from other provinces and for bench marking purposes in order to strengthen current Service Delivery Improvement Plan (SDIP).

The department had a session with the OTP on 06 November 2019. This was followed by a national consultative session with the Department of Public Service and Administration (DPSA), Department of Planning, Monitoring and Evaluation (DPME) as well as Human Science Research Council (HSRC), held on 25 – 26 February 2020 in Pretoria.

The following were participants in the development of the 2020 – 2021 Service Delivery Improvement Plan.

No.	Name and Surname	Business Unit	Contact Numbers and Email Address
INTERNAL STAKEHOLDERS			
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2.	Ms. Nomfundo Mahonga	Acting Chief Director for Corporate Services	043 605 6224 Nomfundo.mahonga@safetvec.gov.za
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18.	Mr. Fikile Hintsa	District Manager: OR Tambo	Fikile.hintsa@safetvec.gov.za 047 531 0999
19.	Mr. Luyanda Mqinyana	District Manager: Alfred Nzo	Luyanda.mqinyana@safetvec.gov.za 039 254 8004/7
20.	Mr. Sizwe Sikwebu	District Manager: Chris Hani	Sizwe.sikwebu@safetvec.gov.za 045 839 7057 / 4999
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EXTERNAL STAKEHOLDERS			
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28.	Ms. L. Adons	Deputy Director – OTP	lulama.adons@otp.ecprov.gov.za
29.	Ms. A. Moss	Former Director – OTP	-
30.	Ms. N. Somtsora	Deputy Director - OTP	nomthandazo.somtsora@otp.gov.za
31.	Ms. M. Folusho	Acting Chief Director SD DPSA	mvubu@dpsa.gov.za

TABLE OF CONTENTS

Control	2
SIGN-OFF	6
SDIP DEVELOPMENT APPROACH	8
Introduction.....	8
Preparatory process	8
Communication Plan	9
IMPLEMENTATION PLAN	10
REPORTING PLAN.....	10
MONITORING PLAN.....	10
Evaluation PLAN	11
CHANGE MANAGEMENT IMPLEMENTATION PLAN.....	12
Legal mandate, listed Services and Situational Analysis	13
Vision.....	13
Mission	13
Values.....	13
Legislative Mandate	14
Policy Framework.....	15
Governance Legislative Mandate.....	15
UPDATED SITUATIONAL ANALYSIS	16
IDENTIFICATION OF KEY SERVICES	21
ACTION PLANNING	26
Batho Pele Principles	26

ACRONYMS

AOP	Annual Operational Plan
BCMM	Buffalo City Metropolitan Municipality
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
DCS	Department of Correctional Services
DEVCOM	Development Committee
DPME	Department of Planning Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DPW	Department of Public Works
DSD	Department of Social Development
DSL	Department of Safety and Liaison
DVA	Domestic Violence Act
EPWP	Expanded Public Works Programme
FBO	Faith Based Organizations
GBV	Gender Based Violence
HoD	Head of Department
HSRC	Human Science Research Council
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
MTSF	Medium Term Strategic Framework
NCPS	National Crime Prevention Strategy
NDP	National Development Plan
NGO	Non-Governmental Organization
NMET	National Monitoring and Evaluation Tool
OTP	Office of the Premier
PFMA	Public Finance Management Act
PSS	Provincial Safety Strategy
POE	Portfolio of Evidence
SAPS	South African Police Service
SDIP	Service Delivery Improvement Plan
SDM	Service Delivery Model

SIGN-OFF

Improving service delivery to the citizens is an integral part of continuous socio-economic transformation of society. The SDIP is 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 demonstrates how in action the department is going to improve its delivery of services to the people during the financial year 2020/21 to 2022/23.

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 13th of December 2018 followed by the 2nd session held on the 07 February 2019 at the departmental boardroom. Participation was derived from the entire management echelon of the department.

The Office of the Premier (OTP) attended and assisted the Department in putting together the first draft. Department of Public and Administration (DPSA) joined the second session in February 2019 and further enriched this SDIP. The current SDIP document is linked to the strategic plan document for 2020-2025.

Furthermore, national and provincial departments were convened in Cape Town from 20-22 February 2019 to learn best practices from other provinces and for bench marking purposes in order to strengthen current Service Delivery Improvement Plan (SDIP).

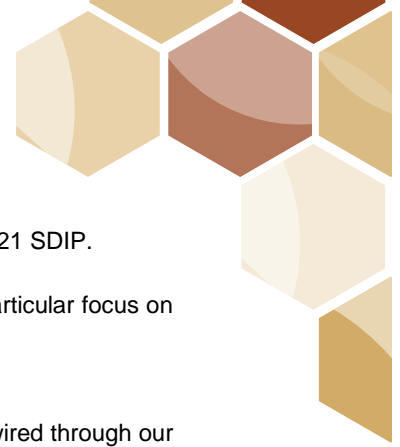
Going into the next MTEF period (2020-2025), the department had a session with OTP on 06 November 2019. This was followed by a national consultative session with the Department of Public Service and Administration (DPSA), Department of Planning, Monitoring and Evaluation (DPME) as well as Human Science Research Council (HSRC), held on 25 – 26 February 2020 in Pretoria.

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

Departmental 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 for Community Safety	043 605 6 222/6237 Pumla.nqakula@safetvec.gov.za	Chairperson
2.	Ms. Nonkubela. Mlenzana	Director for Monitoring and Evaluation	043 605 6235/6236 Nonkubela.mlenzana@safetvec.gov.za	Member
3.	Ms. Nwabisa Libala	Chief Financial Officer (CFO)	043 605 6229 Nwabisa.libala@safetvec.gov.za	Member
4.	Ms. Miranda Singoto	District Manager for Amathole	043 742 0618 Miranda.singoto@safetvec.gov.za	Member
5.	Ms. Nomfundo Mahonga	Acting Chief Director for Corporate Services	043 605 6224 Nomfundo.mahonga@safetvec.gov.za	Member
6.	Mr. Archie Ralo	Director for Strategic Management and Organisational Development	043 605 6238 Archibald.ralo@safetvec.gov.za	Member
7.	Ms. Nomandla Zuma	Acting Director for Human Resources Management	Nomandla.zuma@safetvec.gov.za 043 605 6203	Member
8.	Mr. Michael Msebi	Deputy Director for Communications	Michael.msebi@safetvec.gov.za 043 605 6800	Member
7.	Mr. Bongani Mlambo	Deputy Director for Organisational Development and Batho Pele Coordinator	043 605 6841 Bongani.mlambo@safetvec.gov.za	Coordinator

The draft SDIP was submitted to the Chief Director for Community Safety to confirm the identified services. The document is sent to the Acting Head of Department and the MEC for approval.



Consequent to consultation processes, the following were adopted as services for the 2020-2021 SDIP.

1. Conduct community awareness campaigns on Gender-Based Violence (GBV) with particular focus on Domestic Violence; and
2. Capacitation of CPF and Street/Village Committees.

The departmental footprint for service delivery is at the district level. Accordingly, the 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 for Community Safety.

We have developed communication, implementation, reporting, monitoring and evaluation plans as integral elements of the SDIP. Taking advantage of these plans, the Chief Director for Community Safety will monitor and report to the Office of the Premier (OTP) through the departmental Accounting Officer.

Mr Zukile Kani
Acting Head of Department and Accounting Officer
Date: 16 March 2020

Approved

Ms Weziwe Tikana - Gxothiwe
Member of the Executive Council
Date: 16 March 2020



SDIP DEVELOPMENT APPROACH

Introduction

As guided by the Deputy Director for Organisational Development (OD) Batho Pele Coordinator, Mr. Bongani Mlambo, the HoD appointed SDIP committee members thus constituting the team. Officials at the coalface of service delivery participated in all the processes outlined above during the development of the SDIP. District managers were consulted during the constitution of the committee and as such agreed that they will be represented by Ms. Miranda Sinqoto District Manager of Amathole. As part of the national review of the relevance appropriateness, effectiveness, efficiency and sustainability of the SDIP, the departmental committee shall participate and be empowered

The following stakeholders were consulted:

TEAM	DATE	STAKEHOLDERS	PURPOSE
Mr. Mlambo and Ms Nqakula Chief Director – Community Safety	13 December 2018	Departmental Senior and Middle Managers 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	Departmental Senior and Middle Managers, OTP, and DPSA	Re-draft the reviewed SDIP document
Mr. Michael Msebi, Mr. Bongani Mlambo and Ms. Thotyelwa Loyilani	20 – 22 February 2019	National and Provincial departments	Bench-marking session with other provinces
Mr. Mlambo and Mr. Ralo	10 June 2019	DSL and OTP	Feedback on the DSL draft SDIP document from the OTP
Mr. Mlambo, Mr. Ralo, Ms. Loyilani, Ms. Mahonga, Ms. Mlenzana and Ms. Adons	06 November 2019	DSL and OTP	Feedback on the DSL final document and state of readiness for national evaluation of the SDIP
Mr. Mlambo, Mr. Ralo, Ms. Loyilani, Ms. Mahonga and Ms. Adons	25 – 26 February 2020	DSL and OTP	Evaluation of the SDIP with DPSA, DPME and HSRC

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 awareness campaigns on Gender-Based Violence (GBV) with particular focus on Domestic Violence:
 The intentions of this focus service area are 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:** Capacitation of CPF and Street/Village Committees.
 The intentions of this focus service area are to ensure citizens' satisfaction through effective and efficient policing and expand the footprint of community policy.

Preparatory process

The preparatory processes included the following key processes:

- Internal and external consultation
- Identification and secure participation of relevant stakeholders
- Develop draft SDIP document for discussion based on the framework and circulate it to 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.

Communication Plan

1. Conduct community awareness campaigns on Gender-Based Violence (GBV) with particular focus on Domestic Violence; and
2. Capacitation of CPF and Street/Village committees.

Key Communication Channels include the following traditional systems which will be cross cutting during the implementation of the SDIP. These are: Radios, Television, production and usage of marketing branding material and the Imbizos.

Activities	Responsibility	Messengers	Target Audience	Channel	Time Frame	
Updating of information on the departmental website	Deputy Director: Marketing and Communication Unit	MEC, HoD, Communicators, Programme and District Managers	<ul style="list-style-type: none"> • JCPS • SAPS • IPID • Government departments/ institutions/components at provincial and national level • Communities • Local Government • Organised Labour • Special Interest Groups • Pressure groups such as Environmental Organisations • Non-Governmental organisations (NGO) • Community Based Organisations (CBOs) • Traditional Leaders • Faith Based Organisations (FBO) • Community Leaders • Communities / citizens 	Departmental Website and intranet	Weekly	
Distribution of promotional material	Deputy Director: Marketing and Communication Unit	Community Liaison Officers and departmental staff		<ul style="list-style-type: none"> • Communities • Local Government • Organised Labour • Special Interest Groups • Pressure groups such as Environmental Organisations 	Newsletters, Stationery, Brochures, Posters, Flyers, Pamphlets, Booklets	Quarterly
Printing of the newsletters (Internal and external)	Deputy Director: Marketing and Communication Unit	MEC, HoD, Communicators, Programme and District Managers.		<ul style="list-style-type: none"> • Non-Governmental organisations (NGO) • Community Based Organisations (CBOs) • Traditional Leaders • Faith Based Organisations (FBO) • Community Leaders 	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: Communication and Marketing Unit	Communication personnel			DVDs and photo gallery	Ongoing
Coverage of the department on both print and broadcast media	Deputy Director: Communication and Marketing Unit	MEC, HoD, Communicators, Programme and District Managers			Mainstream and Community Newspapers, Mainstream and Community Radio Stations, Television, Marketing and branding material and Imbizos	Ongoing

IMPLEMENTATION PLAN

KEY SERVICES AREAS	ACTIVITY	TIMELINE	BY WHO/ RESPONSIBLE PERSON
Conduct community awareness campaigns on Gender-Based Violence (GBV) with particular focus on Domestic Violence.	Conduct public education / awareness campaigns, focusing on Gender Based and Domestic Violence.	Three years	Director: Monitoring and Evaluation. District Managers.
Capacitation of CPF and Street/Village Committees.	Conduct capacity building workshops	Three years	Director: Community Police Relations. District Managers.

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 yearly template will be developed and circulated to all Districts, Directors and Chief Directors to report on the work done during the quarter and the year. A quarterly report will be consolidated by the co-ordinator and presented to the SDIP Committee on a quarterly basis. During the HoD oversight engagements whereby all programmes account on their performance, the co-ordinator will present a 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 awareness campaigns on Gender-Based Violence (GBV) with particular focus on Domestic Violence.	Prepare and submit quarterly, half yearly and annual reports.	Quarterly, half yearly and annually	District Managers, Director: Monitoring and Evaluation.
Capacitation of CPF and Street/Village Committees.			District Managers, Director: Community Police Relations

MONITORING PLAN

The Strategic Planning Unit will develop a Monitoring and Evaluation (M&E) 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 M&E 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 awareness 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. Legislature Portfolio Committee recommendations.	Quarterly	Chief Director: Community Safety
Capacitation of CPF and Street/Village Committees.	Conduct capacity building workshops			

Monitoring of the SDIP focuses primarily on the inputs, activities and outputs. This will be monitored in line with the departmental Performance Information Management Policy, Planning, Performance Management and Evaluation Procedures Manual as well as the Standard Operating Procedure processes. Performance verification process is conducted on quarterly basis following the 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 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?
- Do inputs, activities, outputs, outcomes and use of resources link and create an impact?
- Does it build on the existing monitoring system?
- Do operations applied during the intervention period, 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 awareness campaigns on Gender-Based Violence (GBV) with particular focus on Domestic Violence.	Conduct public education / awareness campaigns, focusing on Gender Based and Domestic Violence.	Annually	Chief Director for Community Safety
Capacitation of CPF and Street/Village Committees	Conduct capacity building workshops		

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	INITIATION AND ESTABLISHMENT		TOTAL NUMBER OF DELIVERY DAYS:				
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	
	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
ENGAGING AND ENABLING THE ORGANISATION	CREATING COMMITMENT AND SUPPORT FOR CHANGE		TOTAL NUMBER OF DELIVERY DAYS:				
	Awareness Consultation Sessions through Roadshows with:				N		
	9	Impact Analysis			N		
	10	Define the change vision and strategy as contained and defined in the concept document			N		
	11	Development of capacity building plan and implementation to support identified citizens		Monthly	N		
	12	Set up change portal for communication and reporting			N		
	13	Consistent, ongoing communication			N		
IMPLEMENTATION AND SUSTAINING CHANGE	14	Monitor and report on implementation			N		
	15	Consistent project status and frequent interventions			N		
	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

Safer Eastern Cape with reliable, accountable and effective policing.

Mission

To build safer communities through effective civilian oversight over the police service and partnerships.

Values

In discharging its mission, the Department of Safety and Liaison subscribes to the following 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. Willingness to take responsibility for one's own actions, give time and energy towards the cause and be answerable shall, amongst others, define accountability.

- **Integrity**

The department is committed to sound business practices that are honest and disassociated from all forms of corruption & unethical conduct. Attributes such as honesty, truthfulness, professional and respectfulness, amongst others, shall define the integrity.

- **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

Constitutional Mandate

The Civilian Secretariat for Police Service (CSPS) derives its mandate Constitution of the Republic of South Africa, 1996. Sections 208 and 206 (3) of the Constitution requires that 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.

The CSPS also takes into cognisance section 206 of the Constitution, which entitles the Provincial Executive to perform certain function that relate to policing. It further provides that the Minister of Police must determine national policing policy after consulting the provincial governments and taking into account the policing needs and priorities of the provinces as determined by the provincial executives.

The Eastern Cape Department of Safety and Liaison is the custodian of these Constitutional provision and a home for the Eastern Cape Provincial Secretariat.

The broad mandate of the Secretariat as outlined in section 206 (3) of the Constitution is 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.

Legislative and policy mandates

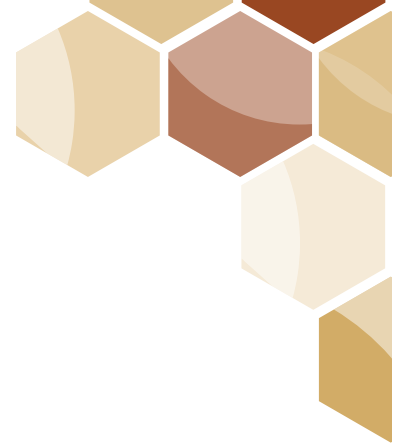
Legislative Mandate

The Provincial Civilian Secretariat for Police Service (CSPS) derives its mandate from the following legislative frameworks:

- Civilian Secretariat for Police Service Act 2 of 2011
- Civilian Secretariat for Police Service Regulations
- South African Police Service Act 68 of 1995 as amended
- Independent Police Investigative Directorate Act 1 of 2011
- Public Service Act 103 of 1994
- Public Finance Management Act 1 of 1999
- Intergovernmental Relations Framework Act 13 of 2005
- Domestic Violence Act 116 of 1998
- Employment Equity Act 55 of 1998
- Private Security Industry Regulation Act 56 of 2001
- Broad-Based Black Economic Empowerment Act 5 of 2003

Chapter 2(6) of the Civilian Secretariat for Police Service Act 2 of 2011 defines the functions of the Civilian Secretariat whilst 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 and establish and promote partnerships; and
- Manage the enhancement of community safety structures within the province.

Policy Framework

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

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; and
- 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 2 of 2011 and the IPID Act 1 of 2011, 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. Currently the province has been allocated 15 624 police officers however the actual appointments stand at 14 385 with a shortfall of 1 239 officers. The administrative support allocated to the Provincial Police is 4 314 but the actual appointments are 3 834 with a shortfall of 480 administrative officers. Out of 197 police stations, 197 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.

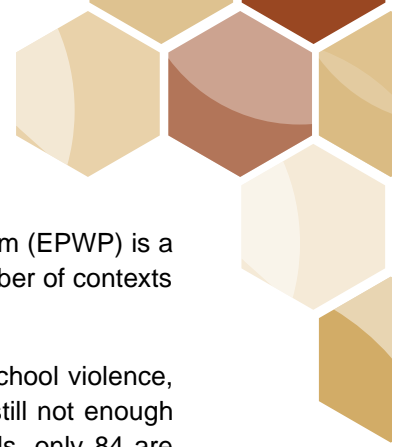
Identifying Key Challenges

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 sections 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 116 of 1998 (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 Programmes are just not enough to stem the tide and push back this monster. Going into the 6th democratic administration, we have reviewed the extent of our current programmes and have developed new programmes 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 expected and, in many instances, they 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 programme 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 programme. Out of 5000 schools, only 84 are benefiting. Further exploration and development of programmes 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 is exploring linking these types of programmes to the higher education sector in the Eastern Cape through what a programme called Campus Safety.

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 (IDP), 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 programmes. 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, is one of our priority areas in which we shall work for drastic improvement in the next MTSF period.

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 197 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 monitoring tools in order to speed up the process of oversight in all police stations in the province.

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 phenomenon 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 legitimacy and trust deficit in the community-police relationship. In identifying proper strategies to respond to this challenge, it was clear that, in being effective in fighting crime, greater levels of trust and legitimacy could be achieved through the police behaving in a procedurally fair way towards communities. 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 197 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:	55
▪ Chris Hani:	31
▪ Joe Gqabi:	28
▪ Nelson Mandela Metro:	32
▪ OR 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 (DSD) 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 112 safety patrollers who are CPF members are deployed to 56 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; and
- Co-operate and provide information to SAPS on matters relating to school safety

The project is funded from the Expanded Public Works Programme (EPWP) conditional grant and the Department of Public Works (DPW) 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 Programme and obtain more funding from National Public Works, the department intends to increase the number of schools participating in the programme.

Safety Promotion

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

Murder	Community Related Serious crimes	Attempted Murder	Sexual Offences	Stock Theft
Mthatha	East London	Gelvandale	Lusikisiki	Bityi
Bethelsdorp	Mt Road	Bethelsdorp	Mthatha	Sulenkama
Lusikisiki	Humewood	KwaZakhele	East London	Maluti
Kwazakhele	Mthatha	New Brighton	Ngqeleni	Mt Frere
Engcobo	Cambridge	Mthatha	Bethelsdorp	Mthatha
Willowvale	Bethelsdorp	Lusikisiki	Centane	Qumbu
Bityi	KWT	Motherwell	Mt Frere	Dalasile
New Brighton	Madeira	Addo	Mbizana	Katkop
Gelvandale	Walmer	Bityi	Mdantsane	Mbizana
Ngqeleni	Gelvandale	Middleburg	New Brighton	Tsolo

Source: SAPS Provincial crime stats release for period 2018/19

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 programmes that the department implements. 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 needs pressures.

Furthermore, the department is revisiting the current Service Delivery Model (SDM) 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/topography 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 (OTP) 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 requirements as stated in the Occupational Health and Safety (OHS) Act due to the budgetary constraints. The processes of securing a conducive working environment is handled by the DPW and is at the advanced stage.

Office Accommodation and Furniture

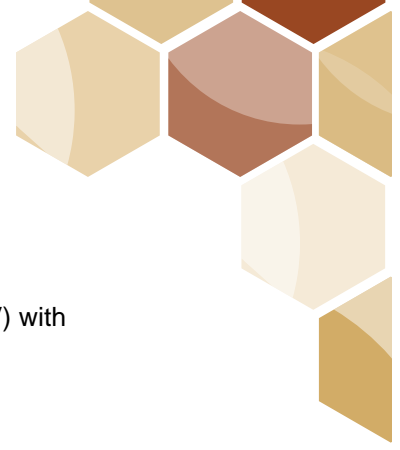
The department continues to have a need for office furniture and equipment for existing employees and they cannot be funded from the current baseline. The furniture that is being utilised by the existing staff is way too old and needs to be replaced. We have received numerous complaints from employees 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. We hope that the procurement of alternative office space would justify for furniture funding.

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 processes of securing a conducive working environment is handled by the DPW and is at the advanced stage.

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 engagements 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. During the first year of the 2020/25 MTSF, the department will be revising its draft Communication Strategy, Policy and Plan for adoption and implementation.



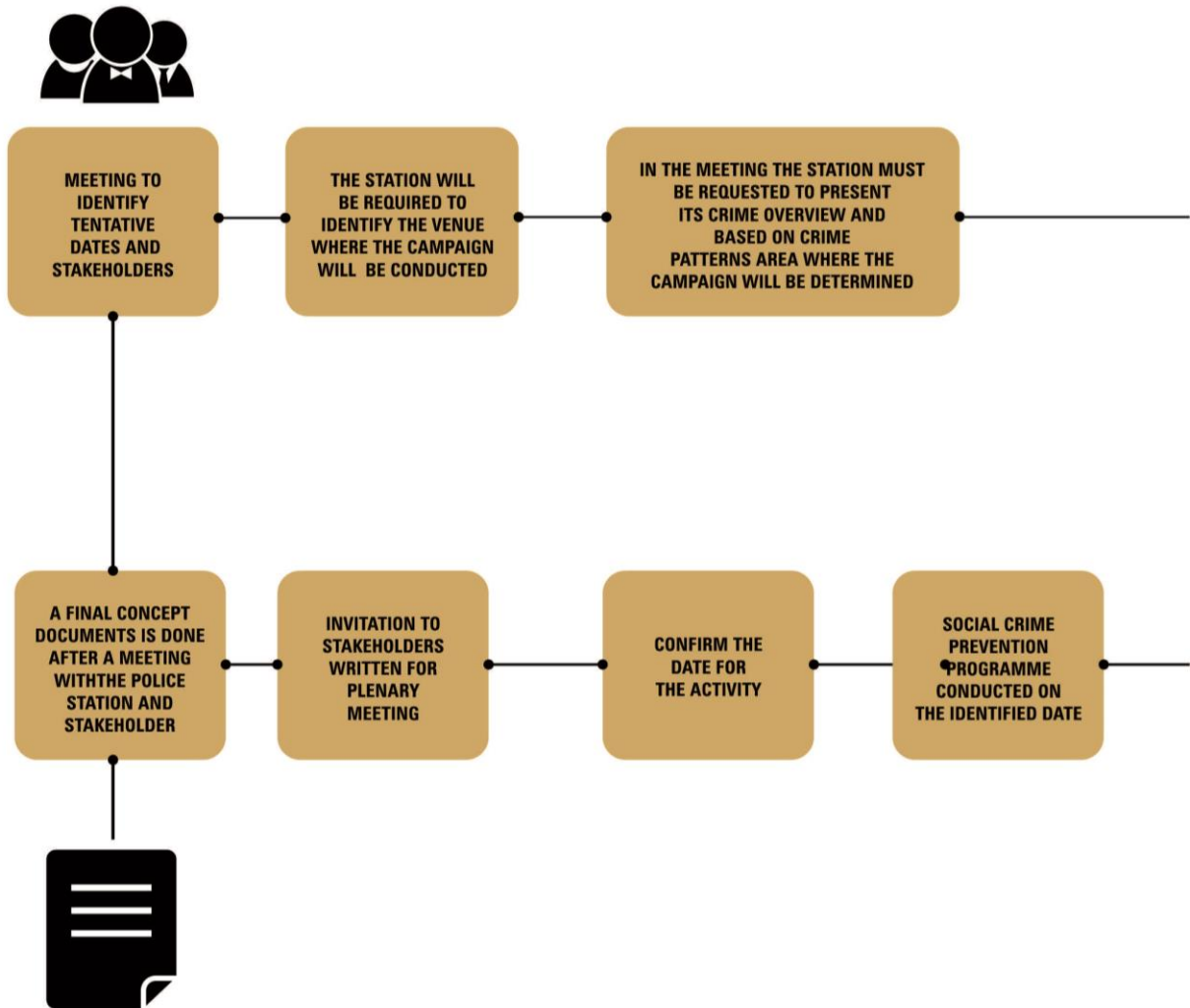
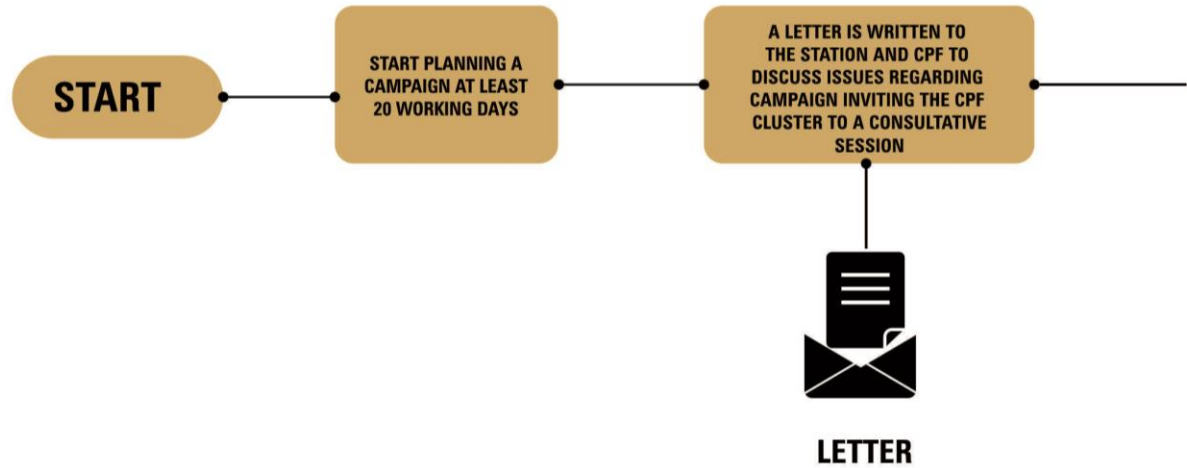
IDENTIFICATION OF KEY SERVICES

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

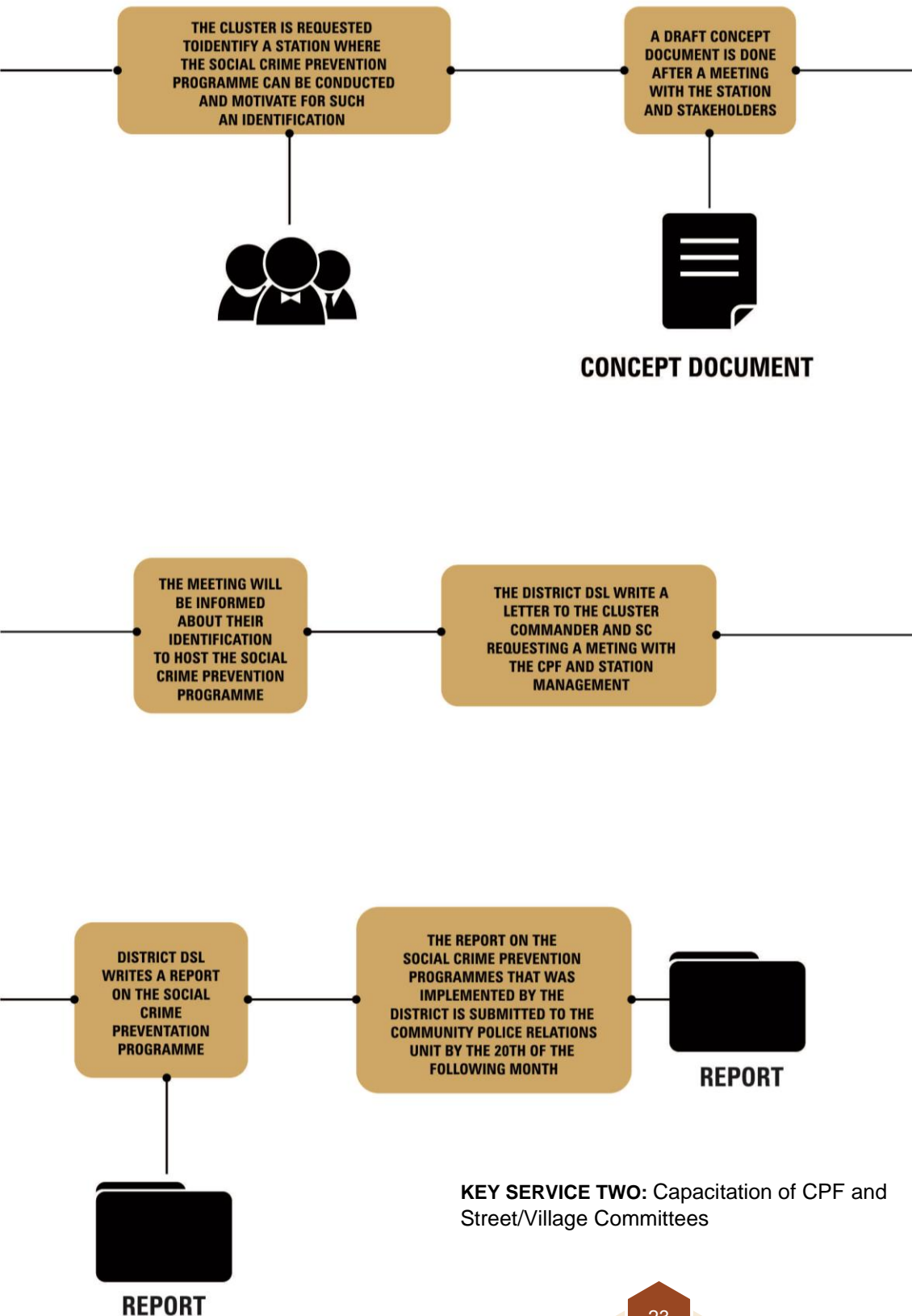
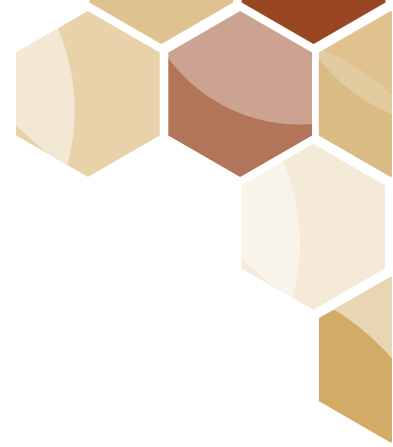
1. IMPLEMENTATION STEPS

- 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 take 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 take 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 20th 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



CONCEPT DOCUMENT



When conducting CPF evaluations determine if the CPF has been capacitated on their roles and
KEY SERVICE TWO: Capacitation of CPF and Street / Village Committees responsibilities.

2. IMPLEMENTATION STEPS -

- A letter is then written to the Cluster and Station Commander of the particular CPF and informs them of the need for a capacitation session and to identify other CPFs within the Cluster that also need capacitation.
- The Cluster Commander is requested to identify and book a suitable venue.
- The District Manager is informed of the proposed date and venue of the CPF capacitation session.
- Formal invitations are forwarded to the Cluster Commander for dissemination to the relevant stations and CPFs.
- The Cluster is also responsible for the transportation of the CPF to and from the capacitation session
- Logistical arrangements (catering) is arranged from the Provincial office and if need be accommodation for the Provincial office who will be conducting the capacitation session.
- The CPF Capacitation presentation is then updated and provision is made should there be specific challenges relating to a certain area/ CPF in the capacitation.
- Ensure packs are made for the capacitation session (copies of presentation/ booklets for CPF members)
- Confirm with/ remind Cluster Commander the date and venue for the training.
- Conduct capacitation session to the relevant CPFs
- Write a report on the capacitation session
- Submit report to the Cluster Commander and the Cluster Community Police Board and discussion findings and recommendations.
- Submit copy of report to district and keep copy on file as part of POE

ACTION PLANNING

Key Service 1: Conduct community campaigns on Gender Based Violence (GBV) with particular focus on Domestic Violence

KEY SERVICES	BENEFICIARIES	PERFORMANCE AREA	CURRENT STANDARD	DESIRED STANDARD
			2019/20	2020/2021
Conduct community awareness campaigns on Gender-Based Violence (GBV) with particular focus on Domestic Violence.	Communities	7 districts	85 of social crime prevention programs conducted	87 social crime prevention Programs
	Communities	7 districts	84 reports	84 reports

Batho Pele Principles

KEY SERVICES	Batho Pele principles	CURRENT STANDARD	DESIRED STANDARD
		2019/20	2020/2021
Conduct community awareness campaigns on Gender-Based Violence (GBV) with particular focus on Domestic Violence.	Consultation	85 of social crime prevention programs conducted	87 social crime prevention Programs
	Service Standards	100%	100%
	Access	85 communities (policing precincts) were reached	87 communities (policing precincts) to be reached
	Courtesy	Consultation with all affected communities and relevant stakeholder were done	Consultation with all affected communities and relevant stakeholder to be done
	Openness & Transparency	Campaigns were open to all stakeholders in a local municipality e.g. SAPS bring outstanding documents to update communities	Campaigns were open to all stakeholders in a local municipality- all relevant documents/information to be brought to the sessions
	Information	Invitations of awareness sessions are followed up with telephonic reminders	Invitations of awareness sessions are followed up with telephonic reminders
	Redress	Communicate back to communities and relevant stakeholders and explain reasons for deviation	Communicate back to communities and relevant stakeholders and explain reasons for deviation
	Value for Money	Community meetings held quarterly to give feedback	Community meetings held quarterly to give feedback

Key service 2: Capacitation of CPF and Street and Village Committee

KEY SERVICES	BENEFICIARIES	PERFORMANCE AREA	CURRENT STANDARD	DESIRED STANDARD		
			2019/20	2020/21	2021/22	2022/23
Capacitation of CPF and Street/Village Committees	Communities	7 districts	196 Police Stations	198 Police Stations	198 Police Stations	198 Police Stations

Batho Pele Principles

KEY SERVICES	Batho Pele principles	CURRENT STANDARD	DESIRED STANDARD		
		2019/20	2020/21	2021/22	2022/23
Capacitation of CPF and Street/Village Committees	Consultation	197 CPFs	198 Police station	198 Police station	198 Police station
	Service Standards	100%	198 Police station	198 Police station	198 Police station
	Access	197 communities (policing precincts) were reached	50% of community members within ward able to attend campaigns	60% of community members within ward able to attend campaigns	70% of community members within ward able to attend campaigns
	Courtesy	Consultation with all affected communities and relevant stakeholder was conducted	Consultation with all affected communities and relevant stakeholder were done	Consultation with all affected communities and relevant stakeholder were done	Consultation with all affected communities and relevant stakeholders
	Openness & Transparency	Campaigns were open to all stakeholders in a local municipality e.g. SAPS bring outstanding documents to update communities	CPF's part of organizing campaign and campaigns are open to all stakeholders' elections	CPF's part of organizing campaign and campaigns open to all stakeholder's capacity building	CPF's part of organizing campaign and campaigns open to all stakeholders. Assess functionality of the CPF
	Information	Invitations to CPF awareness sessions are followed up with telephonic reminders	Pamphlets; banners etc. are available within the targeted community	Pamphlets; banners, community mobilization etc. are available within the targeted community	Pamphlets; banners etc. are available within the targeted community
	Redress	Communicate back to communities and relevant stakeholders and explain reasons for deviation	SWOT analysis with relevant stakeholders regarding campaign.	Conduct post campaigns to determine sustainability and impact.	Conduct post campaigns to determine sustainability and impact.
	Value for Money	Community meetings held quarterly to give feedback	Expenditure of campaign done within projected budget and feedback meetings held quarterly with targeted stakeholders to assess impact. Impact assessment on crime prevention campaign done	Expenditure of campaign done within projected budget and feedback meetings held quarterly with targeted stakeholders to assess impact. Impact assessment on crime prevention campaign done	Expenditure of campaign done within projected budget and feedback meetings held quarterly with targeted stakeholders to assess impact. Impact assessment on crime prevention campaign done

