



**SERVICE DELIVERY**

**IMPROVEMENT PLAN (SDIP)**

**2021 - 2024**





## CONTROL

Improving service delivery to the citizens is an integral part of a 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 is 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 years 2021 to 2024. 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 Plans (SDIP).

In preparation for the 2021-2024 MTSF period, 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 the Human Science Research Council (HSRC), held on 25 – 26 February 2020 in Pretoria.



The following were participants in the development of the 2021 – 2024 Service Delivery Improvement Plan.

No.	Name and Surname	Business Unit	Email Address
<b>INTERNAL STAKEHOLDERS</b>			
1	Ms. Pumla Nqakula	Chief Director : Provincial Secretariat for Police Service	Pumla.nqakula@safetyec.gov.za
2	Mr Zukile Kani	Chief Director: Corporate Services	Nomfundo.mahonga@safetyec.gov.za
3	Ms. Nwabisa Libala	Chief Financial Officer (CFO)	Nwabisa.libala@safetyec.gov.za
4	Mr. Archie Ralo	Director : Strategic Management	Archibald.ralo@safetyec.gov.za
5	Ms. Nonkqubela. Mlenzana	Director for Monitoring and Evaluation	Nonkqubela.mlenzana@safetyec.gov.za
6	Mr. Martin Sycholt	Director: Policy and Research	Martin.sycholt@safetyec.gov.za
7	Ms. Nomfundo Mahonga	Director : Human Resources Management	Nomandla.zuma@safetyec.gov.za
8	Mr. Branton Jonas	Director : Executive Support	Branton.jonas@safetyec.gov.za
9	Mr. Sakhiwo Makayi	Director: Supply Chain Management	Sakhiwo.makayi@safetyec.gov.za
10	Mr. Bongani Mlambo	Batho Pele Coordinator	Bongani.mlambo@safetyec.gov.za
11	Ms. Aphiwe Jaceni	Director : Financial Management	Aphiwe.jaceni@safetyec.gov.za
12	Mr. Mncedisi Boma	Deputy Director for SPU	Mncedisi.boma@safetyec.gov.za
13	Mr. Michael Msebi	Deputy Director: Communications	Michael.msebi@safetyec.gov.za
14	Mr. Luzuko Magengelele	Deputy Director : ICT	Luzuko.magengelele@safetyec.gov.za
15	Ms. Sizeka Tyanda	Deputy Director :Risk Management	Sizeka.tyanda@safetyec.gov.za
16	Mr. Aluwani Ramashau	Deputy Director : Internal Audit	Aluwani.ramashau@safetyec.gov.za
17	Ms. Miranda Sinqoto	District Manager: Amathole	Miranda.sinqoto@safetyec.gov.za
18	Mr. Fikile Hintsa	District Manager: OR Tambo	Fikile.hintsa@safetyec.gov.za
19	Mr. Luyanda Mqinyana	District Manager: Alfred Nzo	Luyanda.mqinyana@safetyec.gov.za
20	Mr. Sizwe Sikwebu	District Manager: Chris Hani	Sizwe.sikwebu@safetyec.gov.za
21	Mr. Monwabisi Mathumbu	District Manager: Joe Gqabi	Monwabisi.mathumbu@safetyec.gov.za
22	Ms. Noxolo Makapela	District Manager: Nelson Mandela Metro	Noxolo.makapela@safetyec.gov.za
23	Ms. M Hendricks	Assistant Director: Nelson Mandela Metro	Maralyne.hendricks@safetyec.gov.za
24	Ms. Samantha Ramoo	Strategic Management Administration Support	Samantha.ramoo@safetyec.gov.za
25	Mr. Mzamo Singata	Strategic Management Administration Support	Mzamo.singata@safetyec.gov.za
26	Ms. Thotyelwa Loyilani	Corporate Services Administration Support	Thotyelwa.loyilani@safetyec.gov.za
<b>EXTERNAL STAKEHOLDERS</b>			
27	Ms. L. Adons	OTP	
28	Ms. N Somsora	OTP	
29	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
DCS	Department of Correctional Services
DEVCOM	Development Committee
DPASA	Department of Public Service and Administration
DPW	Department of Public Works
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
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
AOP	Annual 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

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 2021 to 2024.

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).

In preparation for the 2020-2025 MTSF period, 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 2021 – 2024 Service Delivery Improvement Plan.

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

### 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	Pumla.nqakula@safetyec.gov.za	Chairperson
2.	Ms. Nonkqubela. Mlenzana	Director for Monitoring and Evaluation	Nonkqubela.mlenzana@safetyec.gov.za	Member
3.	Ms. Nwabisa Libala	Chief Financial Officer (CFO)	Nwabisa.libala@safetyec.gov.za	Member
4.	Ms. Miranda Sinqoto	District Manager for Amathole	Miranda.sinqoto@safetyec.gov.za	Member
5.	Mr Zukile Kani	Chief Director for Corporate Services	Zukile.kani@safetyec.gov.za	Member
6.	Mr. Archie Ralo	Director for Strategic Management	Archibald.ralo@safetyec.gov.za	Member
7.	Ms. Nomfundo Mahonga	Director for Human Resources Management	Nomfundo.mahonga@safetyec.gov.za	Member
8.	Mr. Michael Msebi	Deputy Director: Communications	Michael.msebi@safetyec.gov.za	Member
9.	Mr. Bongani Mlambo	Batho Pele Coordinator	Bongani.mlambo@safetyec.gov.za	Coordinator

Consequent to consultation processes that took place during the final planning session, services to be evaluated for the first financial year (2021/22) and the outer years are:

- Design evaluation of the Gender Based Violence and Femicides Strategy in the Eastern Cape.
- Analysis of Service Delivery Complaints reported against the Police Service

The departmental footprint for service delivery is at the district level. Accordingly, the SDIP is coordinated through our district offices who are at the coalface of service delivery.

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



**Mr Vuyani Mapolisa**

**Head of Department and Accounting Officer**

**Date: 01 April 2021**

**Approved**



**Ms Weziwe Tikana - Gxothiwe**

**Member of the Executive Council**

**Date: 01 April 2021**



# SDIP DEVELOPMENT APPROACH

## Introduction

On the basis of guidance received from the 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 from Amathole District. As part of the national review of the relevance appropriateness, effectiveness, efficiency and sustainability of the SDIP, the departmental committee participated in the processes.

**The following stakeholders were consulted for the development of the previous SDIP and the review thereof, thus resulting to this reviewed version.**

TEAM	DATE	STAKEHOLDERS	PURPOSE
Mr. Mlambo and Ms Nqakula Chief Director – Provincial Secretariat for Police Service	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 – Provincial Secretariat for Police Service 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: Design evaluation of the Gender Based Violence and Femicides Strategy in the Eastern Cape.

The intentions of this evaluation are to ensure that the strategy and new programmes for Gender Based Violence and Femicide are part of a coherent theory of change and which are able to realistically effect real transformation in gender based violence and femicide.

- Focus Service Area 2: Analysis of Service Delivery Complaints reported against the Police Service  
The intentions of this focus area are to ensure citizens' satisfaction through effective and efficient policing.



## 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 forums such as, Provincial GBV forum and Compliance Forum. Through these forums, the department identify gaps and redress areas that require an improvement of a service.



### Communication Plan

- Design evaluation of the Gender Based Violence and Femicides Strategy in the Eastern Cape.
- Analysis of Service Delivery Complaints reported against the Police Service

Key communication channels include the following traditional systems, website, social media, branding, marketing and audio visuals.

ACTIVITIES	RESPONSIBILITY	MESSENGERS	TARGET AUDIENCE	CHANNEL	TIME FRAME
Updating of information on the departmental website and social media	Deputy Director: Marketing and Communication Unit	MEC, HoD, Communicators, Programme and District Managers	JCPS, SAPS, IPID, government departments/ institutions/components at provincial and national level, Communities, Municipalities, Organised Labour, Special Interest	Departmental Website and intranet	Weekly
Distribution of digital promotional material	Deputy Director: Marketing and Communication Unit	Community Liaison Officers and departmental staff	Groups, pressure groups such as environmental Organisations, Non-Governmental organisations (NGO), Community Based Organisations (CBOs), Traditional Leaders, Community Leaders, Communities / citizens	Newsletters, Stationery, Brochures, Posters, Flyers, Pamphlets, Booklets	Quarterly
Development of digital internal newsletter	Deputy Director: Marketing and Communication Unit	MEC, HoD, Communicators, Programme and District Managers.	Governmental organisations (NGO), Community Based Organisations (CBOs), Traditional Leaders, Community Leaders, Communities / citizens	A4 glossy magazine and electronic newsletter	Quarterly
Provision of branding services	Deputy Director: Marketing and Communication Unit	Communication personnel	Faith Based Organisations (FBOs)	Banners	Ongoing
Provision of photography and videography services	Deputy Director: Communication and Marketing Unit	Communication personnel		DVDs and photo gallery	Ongoing
Media Liaison	Deputy Director: Communication and Marketing Unit	MEC, HoD, Communicators, Programme and District Managers		Mainstream and Community media platforms, Mainstream and Community Radio Stations, Television, Marketing and branding material	Ongoing

### IMPLEMENTATION PLAN

KEY SERVICES AREAS	ACTIVITY	TIMELINE	BY WHO/ RESPONSIBLE PERSON
Design evaluation of the Gender Based Violence and Femicides Strategy in the Eastern Cape.	Assess the strategy and programmes of the GBV and Femicide against a Theory of Change	Quarterly / Annually	Director: Policy and Research
Analysis of Service Delivery Complaints reported against the Police Service	Analyse reports on service delivery complaints against Police	Quarterly / Annually	Director: Monitoring and Evaluation
	Analyse reports compiled on SAPS implementation of IPID recommendations		

### REPORTING PLAN

The approved SDIP will be a source document for 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
Design evaluation of the Gender Based Violence and Femicides Strategy in the Eastern Cape.	Assess the strategy and programmes of the GBV and Femicide against a Theory of Change	Quarterly / Annually	Director: Policy and Research
Analysis of Service Delivery Complaints reported against the Police Service	Analyse reports on service delivery complaints against Police	Quarterly / Annually	Director: Monitoring and Evaluation.
	Analyse reports compiled on SAPS implementation of IPID recommendations		

### 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 the 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 decisions 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 Programme Support 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
Design evaluation of the Gender Based Violence and Femicides Strategy in the Eastern Cape.	Assess the strategy and programmes of the GBV and Femicide against a Theory of Change	<ul style="list-style-type: none"> <li>Utilisation of monitoring tools</li> <li>Analysis of and recommendations on findings</li> </ul>	Quarterly / Annually	Director: Policy and Research and OTP Evaluation Unit
Analysis of Service Delivery Complaints reported against the Police Service	Analyse reports on service delivery complaints against Police	Monitor through follow-ups until the complaint is finalised	Ongoing	Director: Monitoring and Evaluation
	Analyse reports compiled on SAPS implementation of IPID recommendations			

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 Procedure Manual, Standard Operating Procedures as well as the Monitoring Tools. The performance verification process will be conducted on a 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 describes 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 a way forward. The department will conduct an implementation evaluation after three (3) years 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
Design evaluation of the Gender Based Violence and Femicides Strategy in the Eastern Cape.	Analyse reports, strategy framework and programme designs and past evaluation as well as other reports from the Presidential Strategy Development Process.	Quarterly/ Annually	Director: Policy and Research
Analysis of Service Delivery Complaints reported against the Police Service	Analyse reports on service delivery complaints against Police	Quarterly / Annually	Director: Monitoring and Evaluation
	Analyse reports compiled on SAPS implementation of IPID recommendations		

### CHANGE MANAGEMENT IMPLEMENTATION PLAN

CHANGE MANAGEMENT IMPLEMENTATION PLAN							
N	Task Details	Start Date	End Date	Started (Y/N)	On Track (Y/N)	RESPONSIBLE DRIVER	
<b>PHASES OF CHANGE FOR CHANGE CREATING THE CLIMATE</b>	<b>INITIATION AND ESTABLISHMENT</b>	<b>TOTAL NUMBER OF DELIVERY DAYS:</b>					
	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		
<b>ENGAGING AND ENABLING THE ORGANISATION</b>	<b>CREATING COMMITMENT AND SUPPORT FOR CHANGE</b>	<b>TOTAL NUMBER OF DELIVERY DAYS:</b>					
	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		
<b>IMPLEMENTATION AND SUSTAINING CHANGE</b>	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 for Police Service.

The broad mandate of the Secretariat as outlined in section 206 (2) and (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.
- To determine policing needs and priorities in the Eastern Cape.
- To engage in any research on policing and safety as deemed necessary in the Eastern Cape.

## 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 Provincial Secretariat for Police Service 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
- Transitional 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 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.

## SITUATIONAL ANALYSIS

To arrive at a deeper and proper understanding of the situation within which the department operates, we have taken advantage of the SWOT, Problem and Solution Tree as well as the PESTEL tools of analysis and applied the Theory of Change as a planning methodology. We also took the analysis further by looking at the consequences of labour market restructuring for inequality, poverty and the erosion of the middle class.

The following core elements of the institution's environment are reflected in the situational analysis:

- Resource management.
- Oversight over police service.
- Research, Monitoring and Evaluation.
- Community Mobilisation – Enhancement of Community Participation and Structures against crime.
- Forging partnerships against crime with a broad spectrum of role players.

The above areas of focus are defined in terms of section 17 of the Civilian Secretariat for Police Service Act 2 of 2011.

The South African fiscal crisis has put pressure on our socio-economic transformation path. This reality has resulted in the implementation of austerity measures throughout the public sector. The unintended consequences of these measures, has been a reduction in government intervention in areas that are critical in bringing stability for economic growth through investment and other methods. Crime has been one area where public investment has been shrinking.

In the province, the Department of Safety and Liaison is at the tail-end of the allocation chain. Whilst this is the case, poverty, unemployment and inequality are on a sharp curve, resulting in criminality, in particular the social crime are on the rise. Even though policing is not a comprehensive solution, however, an accountable and professional police service, which the department seeks to realise, will be a significant contribution towards a crime free and safer province.

In a province of 2 Metropolitan Municipalities (Nelson Mandela Metro and Buffalo City Metro) and 6 District Municipalities, the total number of Police Stations is 198 of which 82% is situated in the rural areas.

- The Eastern Cape population is at 6 508 million. (Stats SA, 17 August 2020). Currently the province has been allocated 15 624 police officers however the actual appointments stand at 14 343 with a shortfall of 1 281 officers. The administrative support allocated to the Provincial Police is 4 314 but the actual appointments are 3 671 with a shortfall of 643 administrative officers.

It is however crucial to indicate that notwithstanding these operational challenges the province is still grappling with, the crime picture is gradually taking a different turn. According to the 2020/21 third quarter crime statistics released on 26 February 2021, most of the crime categories have shown a remarkable decrease.

The National Crime Statistics as released by the Minister of Police, Minister Bheki Cele a week before the release of the Provincial picture, reflect some of the difficulties in the fight against crime, and the Eastern Cape is not different. Looking at our Provincial Statistics, there is a lot of green in the right places. But disturbingly, we also have some patches of red in wrong places.

Contact crimes, we have decreased significantly during the 3<sup>rd</sup> quarter of 2020/21, however, when considering murder, you find a devastating picture.

The 3<sup>rd</sup> quarter provincial Crime Statistics reveal that a total of (1 204) **one thousand, two hundred and four** people were killed in the Eastern Cape during the period under review. This is an increase from (1 198) **one thousand, one hundred and-ninety eight** in the corresponding period in the previous financial year. This means **SIX** more people were killed compared to the same period last year.

Putting an end to this is one of the major areas we all need to focus on, and it is going to take a collective effort between the police and communities to win this fight. Domestic violence, robberies at households and businesses as well as mob justice are on the rise.

Gender-Based Violence and femicides remain a top priority for our government, both nationally and in our province and results of all the hard work we are putting in are beginning to show.

The **2-point-7 decrease in rape cases** during the 3<sup>rd</sup> quarter of 2020/21 should be welcomed as positive, even though much more work remains to be done. It effectively means that 57 more people in the Eastern Cape were not rape victims this quarter, as compared to the same period in the last financial year.

These are the kinds of success we have to build on moving forward, make sure that in our drive to completely eradicate rape, we constantly make inroads in this fight.

One of the major headaches for the Eastern Cape in particular, has been the problem of **stock theft**. Livestock theft is a cancer that is eating away the foundations from which our economy is anchored. It often takes away the most basic short and long term investment and certainly the most valued asset most families in our rural communities rely on.

The success reflected on these stats is a result of all the hard work we have put in, visiting some of the most problematic areas in stock theft, including Sulenkama, Mt Fletcher, and Matatiele. Recently we deployed a mobile police station at Katkop, another livestock theft problematic area.

**There was a 7-point-2 decrease in stock theft cases recorded during the third quarter of 2020/21. This is something we note and welcome.**

It is as a result of all the hard work that our law enforcement officials have and are putting in.

It is as a result of solid partnerships that we are building with our communities on the ground and we wish to thank all communities' members for joining forces with government to end this evil, supplying valuable evidence to get perpetrators of this crime arrested, prosecuted, convicted and sentenced. Also in the category of police generated crimes there is an unusual decrease which can be accounted for by the lockdown environmental factors.

Notwithstanding the good, we note that communities out there are yet to take into their hands the fight against all forms of crime. Certainly, the department has a huge and urgent responsibility to enhance its coordination and integration effort to ensure maximum mobilisation of communities against crime. Active citizenry is the answer to the scourge of crime.

Our people in the eastern part of the province, are unable to enjoy their hard won wealth. Thieves have made it their profession to steal from the struggling and the poor. The department, in working with all stakeholders, has, over the next five years, committed itself to making a significant intervention in the prevalence of social crimes.

The executive authority will be advised on the necessary instruments of intervention such as policy and legislation reviews.

The statistics has confirmed a continuous attack on the most vulnerable of society, including the elderly women, girl child, the people with disability and youth in general. Through the use of the Work Integrated Learnership (WILS) the department will have to employ more strategies over the medium term framework taking into account the access these learners may have to the youth section of our society. Targeting schools and institutions of higher learning is one of the interventions we shall explore.

The demand for the creation of a fully functional Provincial Civilian Secretariat to discharge functions outlined in both sections 6 and 17 of the Civilian Secretariat for Police Service Act and in advancement of the section 206 (3) of the Constitution of the Republic, is long overdue and requires an immediate intervention by the provincial government to allocate requisite resources to ensure that the secretariat is able to efficiently and effectively monitor the SAPS in the province.

With the recently launched District and Metro-Based Service Delivery Models, the department in partnership with other stakeholders, shall ensure that credible strategies and viable integrated programme plans are developed.

The OR Tambo district is one of the areas where the department will pilot this project and put the concept to test. OR Tambo district presents an opportunity to make use of the revived strategies to showcase improved results.

Nevertheless, the department is still confronted by a lot of challenges with regard to delivering on its legislated mandate, some of which are part of the issues to be resolved going forward, such as:

- Human and financial resource capacities.
- Research capacity to track our own data and make proper analysis and create capacity at operational level of the department, the districts.
- Implementation of digitalised monitoring tools.
- Community hotline to report police misconduct and receive feedback.

The four remaining years of the implementation of the strategic plan promises to be a year of high risk but also high potential. A number of our strategies will be reviewed, updated and reassessed. This includes the Provincial Safety Strategy, the provincial Anti-gang strategy, the provincial Gender Based Violence and Femicide Plan and the monitoring and oversight strategy. There will be significant challenges during this period (the remaining 4 years of strategic plan), the department will be faced with the coordination and implementation of the new white paper on Safety and Security through the Integrated Crime and Violence Prevention Strategy – its implementation plan. We are also looking at pioneering the transformation of our department into a knowledge driven organisation through the implementation of our knowledge management strategy.

The risk of corona virus is likely to be a relatively permanent risk in the medium to long term and is likely to be factored into these new and updated strategies.

The risk of Covid 19 and the associated intensity of austerity measures are likely to permeate throughout government including local provincial and national, NGOs, CBOs as well as other partners including the higher education sector. Consequently the development and funding of new programmatic interventions associated with our key focus areas are unlikely to be realised. This means we will need to look at new and innovative ways of effective partnerships.

One of the potential enablers of partnerships is the recently established JCPS cluster.

The Department needs to encourage all the agencies in the criminal justice system to forge partnerships with local communities.

At a time like this the department needs to forge closer relationships with departments such as Social Development (where there is an overlapping mandate). The Department of Sports, Recreation, Art and Culture, Department of Correctional Services, Economic, Environment and Tourism, Department of Education and Rural Development and Agrarian Reform in order to maximise resources and develop new joint projects.

Partnerships will require greater coordination and clarification of roles and responsibilities within the relevant social partners, including sharing of the relevant resources allocated to different partners.



The immediate and urgent priorities of the department will include, but not limited to, the creation of a fully operational Provincial Secretariat as guided by section 17 of the Civilian Secretariat Act, 2011.

The strategies and plans to combat the rising social crimes, particularly in the rural areas, shall receive urgent attention. The oversight over the implementation of the Anti-Gang Strategies and the implementation of the Rural Safety Strategy will also be given the necessary attention. Information on the capacity of the institution to deliver on its mandate shall be well sourced. In line with that, there shall be a strong and vigorous creation of effective partnerships against crime. The department has the following relevant and strategic **stakeholders** which contribute to the achievement of the following outcomes:

- **South African Police Service**

Department plays an oversight role over the Police Service. The SAPS is in turn to fully implement all recommendations arising from the departmental oversight findings. As per the legislation, the Civilian Secretariat is independent of the police service and reports directly to the Member of the Executive Council (MEC) and Legislature through the relevant Portfolio Committee.

- **Community Police Fora (CPF)**

The CPF is a strategic and operational stakeholder through which communities are able to participate and collaborate on community based and driven initiatives and programmes designed and implemented to achieve the vision of a Safer Eastern Cape with reliable, accountable and effective policing. It is also a platform where communities are able to dialogue with the police and cooperate. It also plays a critical role in the oversight over the police service.

- **Street and Village Committees**

Street and Village committees are designed for the purpose of bringing safety issues to the doorstep of every household in community. They are critical in ensuring that all citizens are consulted and participate in resolving matters that affect community safety.

- **NGO's**

Non-Governmental Organisations are key partners in the creation of safer communities. They possess a wealth of evidence-based knowledge and have access to a diverse section of communities.

- **NPO's**

Non-Profit Organisation like in the case of NGOs are also critical in helping and partnering with the department to reach out to all corners of society.

- **FBO's**

Faith Based Organisations are playing a very important role in mobilising religious communities and the Moral Regeneration Movement.

- **Local Government**

Local government is our partner and strategic stakeholder in rolling out local based and focused safety plans as envisaged in the Community Safety Forum (CSF). Community Safety Forums are being established consistent with the demarcation of the municipalities and their safety plans should be an integral part of the Integrated Development Plan (IDP).

- **All Government departments**

In carrying out the mission of the department, we have to work in an integrated manner with all other government departments and entities. Departments such as, Social Development, Education, Sports, Arts and Culture and many others play an important role in the development and implementation of interventions strategies and plans. During this term, we shall endeavour to consolidate this partnership through amongst others, Memorandums of Understanding (MOU).

- **Traditional leaders**

Crime in the rural hinterland has taken and upward shape. We are already partnering with Traditional Leaders and SAPS in rolling out Community Safety Infrastructure in the various Kingdoms of the province. During this term, the department shall strengthen this relationship and take it to the next level.

- **Criminal Justice System (CJS) and Justice Crime Prevention and Security Cluster (JCPS)**

Criminal Justice System Departments are stakeholders that would assist the department to have an impact in the programmes to be rolled out during this term. The re-establishment of the JCPS will also strengthen the departmental coordination and facilitation function where all stakeholders are present and craft implementable plans for implementation.

- **Institutions of higher learning**

Many young people who constitute part of the vulnerable groups both as victims and suspects of crime are found in the Institutions of Higher Learning. During the next term, the department will consolidate the already existing partnership with these institutions and roll out the Campus Safety Framework.

- **Legislature**

As an overall oversight institution over all government departments and activities, the legislature is a relevant stakeholder that could assist in strengthening our mandate.

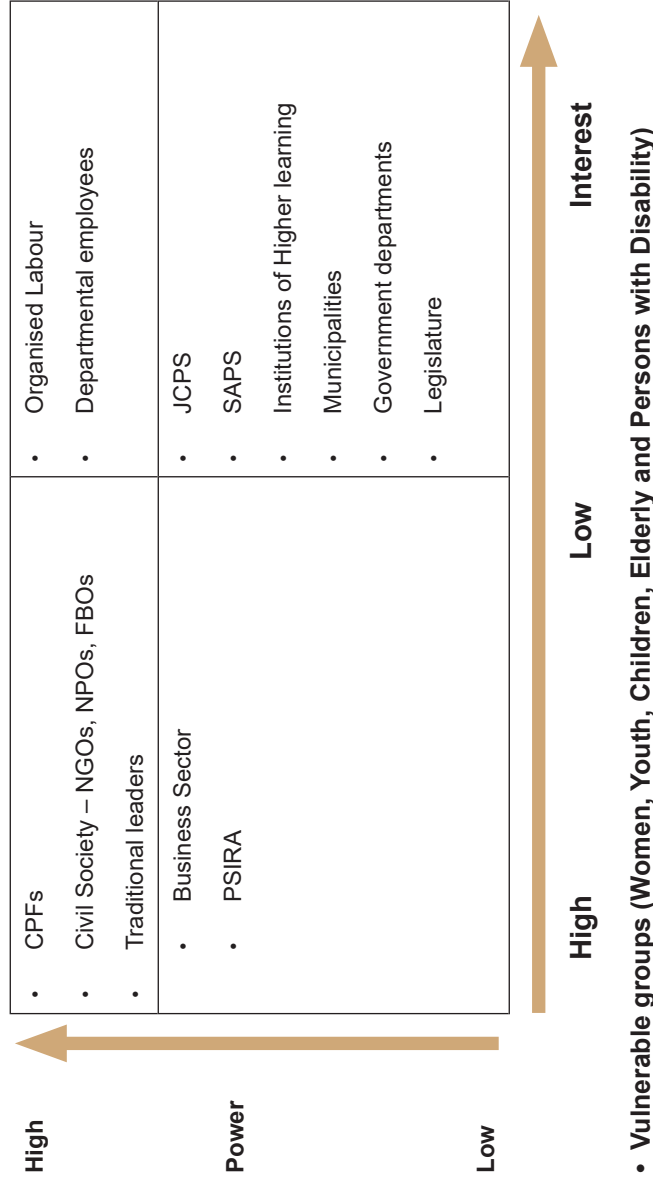
- **Departmental employees and organised labour**

The most primary and important resource at the disposal of any employer is the human resources.

• **Private Security Industry Regulatory Authority (PSIRA)**

Critical information about firearms licenses and data base on private security companies operating in the sector is in the hands of this key stakeholder.

**STAKEHOLDERS PRIORITISATION MATRIX**



• **Vulnerable groups (Women, Youth, Children, Elderly and Persons with Disability)**

Whilst a number of mainstreaming of vulnerable groups initiatives are already in place within the Department a greater strategic emphasis will be placed to mitigate further marginalization of the Youth, Women, Children, the Elderly and Persons with Disabilities.

Each focal area has a designated strategy with common priority areas related to the mainstreaming of the vulnerable in society so that their vulnerability circumstances are decreased. Accordingly, these interventions would in the medium to long term, increase access to safety and promote participation as well as strengthening the moral regeneration fibre of the province as a whole.

The mainstreaming programme is aimed at putting in place mechanisms for implementing the Provincial Youth Strategy, Gender Policy Guidelines and White

Paper on the Rights of Persons with Disabilities, Children's Charter and Elderly Plan of Action.

The department will continue to design and roll-out programmes responsive to specific challenges confronting the vulnerable groups. Their participation shall be an integral part of discharging our mandate.

#### **Employment Equity**

- Currently the department is at 2.2% disability
- The department has reached/achieved 2% of the threshold required, however the set target going forward is 5%
- On SMS level the department is at 60% males and 40% females. All vacancies are filled however whenever vacancies arise the department will prioritize females (youth/young people)

In all programmes the disintegrated data will be provided in % (percentages)

#### **External environment analysis**

The DSL is the smallest department within the provincial government and yet has one of the most important mandates. We need to reflect on how effectively we have delivered on our mandate and how we can make a significant improvement going forward.

#### **A Quarter Century of Over-sighting and Safety Promotion – Towards the Second Transition**

When the mandate for oversight was first framed in the Constitution in 1996 it represented a fundamental turnaround in how policing and the criminal justice system were to function. The criminal justice system and the police would operate completely the opposite fashion compared to the Apartheid era.

Underpinning the promise of "democratic policing" was the notion of "oversight" and various policing strategies which included "sector policing" and "community policing". Accompanying formal state driven "policing" and the "criminal justice system" was the new focus of mutual cooperation with the civil society to promote partnerships in safety and crime prevention efforts.

The birth of the "Crime Prevention Strategy" in 1996 at national level was accompanied by the development of various provincial crime prevention strategies. The Eastern Cape accordingly developed its own chapter for crime prevention.

Yet in practice when South Africa was confronted by a significant crime wave in the early 2000's the response was not to prioritise budget for the crime prevention strategy, but instead to beef up policing. With a fiscally stable state the money to grow the police service was available and the police service grew significantly up until 2013, encouraged also by the 2010 World Cup.

This first decade can be characterised as the first transition in safety and policing. It achieved a level of stability since the crime rate did respond to the policing strategy. Yet increasingly cases of police brutality were recorded with limited programmes by the state to fund partnerships in safety and crime prevention efforts.

The period from 2014-2018/9, the fifth term of government, has largely been a period of sense making of the new terrain of challenges in policing and safety promotion. We have seen policy development and experimentation (The White Paper on Safety and Security, 2016), provincial strategy implementation (Provincial Safety Strategy) and donor experimentation with community safety initiatives (the GIZ programme in the Eastern Cape).

Despite all these policy interventions and strategies, the Eastern Cape is still confronted by a high murder rate, high levels of violent crime and a worrying level of gender-based violence. At the same time, we have seen a scary rise in violence, gender-based violence and murder in the rural areas of the Province. It is therefore in this context of the challenge of the “second transition” of policing and safety that confronts us going into the sixth term of government.

The notion of “state capture” is now also a fundamental reality in South Africa. As an oversight agency the DSL needs to begin to reflect on issues of state capture and how to respond to them. We will need to take this up within the anti-corruption programmes within the province, but also integrate it into a reviewed Provincial Safety Strategy.

We cannot continue with this insanity, in the words of Einstein: “Insanity is doing the same thing over and over again and expecting different results”. We need a radical review and overhaul of everything we are doing. We cannot continue to pretend that “community policing”, “community police forums” and “sector policing” are working, particularly in the rural areas.

We do not see significant impact through our safety strategy or our new white paper. We do not need so many complex overarching frameworks, but more focused programmes on the real areas of vulnerability.

We need more agile, flexible and responsive intervention mechanisms within government to manage, guide, defuse and resolve the ever-increasing conflicts in society before they become safety and policing issues. We need to develop truly integrated strategies at local government level which brings together the key government agencies, partners from civil society and business sector.

The time has come for experimenting with local level social corporatism. Provincial and national level compacts are increasingly unravelling or not sustainable.

**The real centre for sustainable social compacts going forward must be the local level.** This will require a specialised set of state resources and capabilities which can develop, manage and realise local level social compacts based on the development of truly representative local development coalitions between local government, various agencies of the provincial and national state and the local business and civil society.

The litmus test for the success or failure of our provincial safety strategy will be the extent to which the strategy effects an improvement in the crime and safety issues facing local communities. Central to the implementation of the strategy will be an ongoing and vigorous monitoring and evaluation of key indicators linked to the strategic objectives of the strategy.

This needs to be supported by an ongoing safety trends tracking and analysis programme within DSL. The knowledge management and information capacity of the department needs to therefore be ramped up significantly. Since the strategy is about the safety of our local communities, we need to introduce a mechanism for the yearly assessment of our priority interventions based not only on crime statistics, but also the voices of our local communities.

The challenges therefore for the department's knowledge and information programme are to develop and implement research strategies which are quantitative (crime data analysis) as well as qualitative (assessing local community priorities) in nature. The ongoing tracking and monitoring of key local safety issues will underpin a responsive and nimble provincial strategy which can adapt and respond to emerging and priority safety issues as they arise.

In order to ensure that the provincial strategy remains at the cutting edge of policy issues we will also need to conduct a policy and strategy benchmark of our provincial strategy on an annual basis – we will need to benchmark ourselves against other provincial strategies as well as the evolving national policy environment in order to ensure that the provincial strategy is not only aligned with the safety issues confronting the province but that it is also harnessing the policy and regulatory instruments at its disposal.

This should also be underpinned by ongoing assessments by the department of Global best practice and exploring innovative approaches to safety management adopted elsewhere. Creating learning and information networks through the Community Safety Fora (CSF) should also be harnessed and used effectively in monitoring and ensuring the ongoing evolution of provincial approaches to managing community safety.

It is a known fact that liquor abuse is the most contributing factor to crime. The number of licensed liquor premises exceeds the number of schools in the Province. This number excludes the number of shebeens, which represents illegal liquor outlets. This is an area that needs a strong and urgent partnership with the liquor board.

The department of Safety and Liaison takes advantage of its internal research capacity in determining and designing its strategic documents.

The ever changing demographic outlook of the province requires regular checks. Accordingly, we plan to increase our internal research capacity. Research indicates that the population of the Eastern Cape is largely located in the rural areas of the eastern and northern parts of the province. The OR Tambo district would account for the majority of citizenry.

These communities are generally characterised by unemployment, poverty and other related socio-economic ills. They do not have consistent and stable sources of income and are relying on the government's social security system and intervention. This makes them vulnerable to social and other crimes. The clientele that the department is servicing is also found in the township and suburbs where substance abuse is rife and resulting to gangsterism. In these areas, school going children find themselves at the belly of the criminal activities associated with gangsters. Women and the girl child remain vulnerable to such crimes, such as, gender-based violence and femicides. It is these demographics that for the next five years, the department seeks to respond to, and focus its programmes.

### **The Great Eastern Cape Reset – From Community Policing to Community Safety**

The Eastern Cape is complex and diverse, in fact it contains the most complex developmental challenges in South Africa. The geographical diversity between the Tsitsikamma forest to the west and the green hills of Matatiele are accompanied by another layer of complexity between the urban metropolitan areas of Gqeberha and East London and the rural towns of Lady Grey and Mbizana. Rural in the west of the province is characterised by small towns (services centres) in a sea of privately owned farms and is not the same as rural in the Eastern half of the Eastern Cape characterised by traditional land allocated through traditional leadership. Thus local governance in Mbizana is worlds apart from that in Gqeberha or Graaff-Reinet. If we look at the nature of the economy in the Eastern Cape we have the developed and underdeveloped world compressed into one.

### **Spatial Profile of Selected Crime Statistics in the Eastern Cape**

Clearly we cannot plan for the future with the current quarterly crime statistics skewed as they are by the effect of the Covid-19 lockdown. They do however offer us an interesting experimental opportunity to understand what the effects of lockdown and alcohol prohibition are on the population of the Eastern Cape. The tentative conclusions are very informative and generally confirm suspicions that alcohol is a major contributing factor to violent crimes and murder. It also highlights that there is a relationship between alcohol abuse and gender based violence.

As a foundation for spatial planning in terms of specific crimes the research unit has developed crime trends for particular crimes over ten to fifteen years and developed crime averages for the period and ratios for the latest usable crime statistics i.e. 2019-2020. This forms part of a more detailed spatial data base being developed to map and analyse crimes. Some of the results are presented below:

From the table below we can see that while our murder capital in terms of annual murders is clearly OR Tambo District, the intensity or rate of murders per population is higher in Port Elizabeth. There are clearly four Districts where the murder ratio is higher than that for the Eastern Cape. These districts include Nelson Mandela Metro, Amathole, Chris Hani and OR Tambo.

Murder Indicators for 2021-2023			
	2019/2020	Average for 2009-2020	Crime Ratios
<b>Eastern Cape</b>	<b>3852</b>	<b>3496,57</b>	<b>59,4</b>
Amathole	548	494,14	68,3
Buffalo City	339	419,21	43,3
Chris Hani	496	473,64	62,5
Joe Gqabi	196	156,07	58,3
Or Tambo	891	752,35	61,5
Nelson Mandela	844	636,35	73,8
Sarah Baartman	180	228	43,1
Alfred Nzo	358	336,7857	46,9

Source: DSL calculations based on SAPS

While we are preoccupied with urban murder trends at every release of the annual crime statistics gang murders, another real murder problem is in rural areas, and has been growing phenomenally over the past twenty years. Clearly our current emphasis on urban murder needs to be accompanied by a much greater rural focus particularly when we examine the trends below. In our great reset of the Eastern Cape we must clearly have a far greater focus on rural violent crime.

Breakdown of Murder in terms of Rural/Urban and Growth over time				
	2019/2020	Average between 2006-2020	Breakdown based on 2019/2020	Growth rate between 2006-2020
<b>Rural</b>	1749	1552	45,4	21,0
<b>Urban</b>	1205	1036	31,3	-1,0
<b>Rural/urban</b>	898	881	23,3	-0,6

DSL calculations based on SAPS



The breakdown of sexual offences by district also provides a more nuanced perspective on the distribution of sexual offences. While Gqeberha has the highest number of perpetrators, Sarah Baartman has the highest ratio of sexual offences.

Total sexual offences indicators for 2009-2020			
	2019/2020	Average 2009-2020	Sexual offences ratio
Eastern Cape	8708	8984,4	133,3
Amathole	1251	1222,4	153,4
Buffalo City	1314	1299,0	167,8
Chris Hani	1112	1155,0	140,2
Joe Gqabi	451	486,8	134,1
Or Tambo	1678	1437,9	115,9
Nelson Mandela	1352	1823,7	118,2
Sarah Baartman	749	901,7	167,0
Alfred Nzo	801	657,8	105,0

DSL calculations based on SAPS

There is clearly a need for our programmes to be more deeply distributed within the rural areas. Contrary to popular belief we have seen a significant decline in sexual offences in the urban areas and radical increase in the rural areas. This does not mean that the urban areas are not as serious but that we really have to reset our approach to the rural areas, since many of the urban instabilities can be compounded by rural areas.

Breakdown of Total sexual offences in terms of Rural/Urban and Growth over time				
	2019/2020	Average between 2009-2020	Breakdown based on 2019/2020	Growth rate between 2009-2020
Rural	3743	3538,5	43,0	25,9
Urban	2614	3047,7	30,0	-34,7
Urban/Rural	2351	2398,1	27,0	1,2

DSL calculations based on SAPS

The Livestock theft capital is clearly in OR Tambo district (1632) with Amathole (1284) and Chris Hani (1045) hot on their heels. Minister Cele recently suggested that livestock theft be declared economic sabotage in the same way that copper theft has. The Eastern Cape is the spatial repository for most of South Africa's livestock. Livestock plays many diverse roles both in terms of assets in commercial farming enterprises but also as a store of value in the traditional areas of the province. Here livestock takes on a far deeper social role as well in terms of their association and use in many traditional practices/ceremonies.

Some of the commercial farmers associations are forming safety structures and in some instances they have formed partnerships with local communities. These are having positive outcomes in some instance. We must engage these farmers and communities and if we can come together and protect our collective safety interests then there is no reason why we cannot forge partnerships but we cannot form partnerships with associations that do not respect our constitution.

According to the latest agricultural census available from Statistics South Africa the Eastern Cape is home to the largest single store of livestock wealth in South Africa. Some 67% of goats, 26% of sheep, 17% of cattle and 11% of pigs reside here. Livestock thieves are becoming ever more brazen robbing farmers at gunpoint.

There currently seems to be a standoff between the veterinary services of the Department of Rural Development and Agrarian Reform and communities in the eastern parts of the province with many poor farmers refusing to brand their stock. Resolving this issue with local communities as part of a local community safety agenda should be a quick win for the DSL. There are many options for satellite tracking systems to support the sophistication of livestock theft, taking the traditional areas into the fourth industrial revolution. In addition in many traditional areas there are livestock retrieval associations which currently often assist the SAPS informally to retrieve livestock. They are also extremely adept at the retrieval of livestock. The DSL will need to explore whether it is possible to train, equip and incorporate these associations within a rural community safety coalition under the traditional policing concept.

Stock Theft Indicators for 2006-2020 (update with 2021 information)			
	2019/2020	Average 2009-2020	Ratio
Eastern Cape	6793	6503,4	104,0
Amathole	1284	1179,9	157,4
Buffalo City	305	288,9	39,0
Chris Hani	1045	1004,7	131,7
Joe Gqabi	858	649,9	255,1
Or Tambo	1632	1616,4	112,7
Nelson Mandela	140	136,1	12,2
Sarah Baartman	577	760,3	131,6
Alfred Nzo	952	867,1	124,7

### DSL calculations based on SAPS

The urban metropolitan areas are by far the most prone to property crimes. Yet the ratio for property crimes is most intense in Sarah Baartman district. This district is characterised by small rural towns in a sea of private farmland. As such if you do not own or work on the farms you are consigned to these rural towns where there are very few local job opportunities. With the restructuring of the rural farming labour markets in the late 1990s especially in response to the perceived threat to farmers of the introduction of ESTA (Extension of security of tenure Act 1997) many non-core farm workers were dumped into these small towns creating the foundations for unemployment, poverty, inequality, social stresses and ills such as alcohol and drug abuse as well as violence and property crimes.

Total Property Crimes Indicators for 2006-2020			
	2019/2020	Average 2009-2020	Ratio of total property crimes
Eastern Cape	49576	55130,14	759,1
Amathole	5266	5328,357	645,5
Buffalo City	9502	10426,07	1213,7
Chris Hani	4953	4454	624,4
Joe Gqabi	2433	2296,714	723,4
Or Tambo	6227	6248,786	430,1
Nelson Mandela	12007	16206,07	1049,9
Sarah Baartman	6275	7241,929	1399,4
Alfred Nzo	2913	2928,214	381,7

DSL calculations based on SAPS

That the levels of urban property crimes have shrunk significantly in comparison with the rural areas is a reflection of higher levels of policing in the urban centres. The Department needs to look into the Policing needs and priorities of the rural districts of Alfred Nzo and OR Tambo.

Breakdown of Total Property Crimes in terms of Rural/Urban and Growth over time				
	2019/2020	Average for 2009-2020	Breakdown based on 2019/2020	Growth rate between 2006-2020
Rural	14051	13928	28,3	-4,6
Urban	21751	26341	43,9	-32,5
Urban/Rural	13774	14862	27,8	-22,1

DSL calculations based on SAPS

The two metros are the centres for contact crimes although Sarah Baartman has the highest intensity of contact crimes across her population.

Total Contact Crimes Indicators for 2006-2020			
	2019/2020	Average for 2021	Ratio of total Contact crimes
Eastern Cape	68545	73628,6	1049
Amathole	7983	8519	979
Buffalo City	11594	12642	1481
Chris Hani	7000	7109	882
Joe Gqabi	3278	3466	975
Or Tambo	9907	9751	684
Nelson Mandela	17235	19325	1507
Sarah Baartman	7411	8480	1653
Alfred Nzo	4137	4337	542

There seems to have been a generalised decline in Total Contact crimes over time with the urban/rural areas showing the greatest decline. Indeed if we separate out trends we see that the rural and urban areas are and have been intensifying crime over time while the smaller and secondary towns which are easy to manage in terms of policing are in fact stabilising. These trends require significantly more research and exploration in order to identify detailed community safety interventions in each locality. These trends are also confirmed by the Victims of Crime (VOC) surveys which suggests that the rate of crime does not follow the actual crime patterns. We therefore need to explore ways in which we can both address the "Fear" of crime and the actual risk of victimisation.

Breakdown of Total Contact Crimes in terms of Rural/Urban and Growth over time				
	2019/2020	Average for 2006-2020	Breakdown based on 2019/2020	Growth rate between 2009-2020
Rural	21748	22233,36	31,72806	-11,1
Urban	28917	30784,93	42,18688	-14,8
Urban/Rural	17880	20610,29	26,08505	-27,7

DSL calculation based on saps stats



### The Eastern Cape Economy

The manufacturing base remains dominated by the automotive sector. Outside the automotive sector we have seen a declining manufacturing subsector. We have seen stagnant growth in district municipalities such as OR Tambo, Alfred Nzo and Joe Gqabi over the past 20 years, with social grant dependence increasing as a result of employment contraction on the mines and traditional manufacturing subsectors. The social safety and vulnerability consequences for the Eastern Cape have been profound with many migrant workers returning to their rural homes. We have also seen insufficient public investment in economic infrastructure (transport, energy, ICT etc), particularly in the rural economy of the former Bantustan areas. The Eastern Cape desperately needs to gain a sizeable share of the infrastructure investments linked to the recovery plan.

The Provincial industrial base has not benefitted significantly from the period of sustained growth. We have not seen great diversification of the economy nor managed to unlock the underdeveloped economy of the eastern part of the province. Outside of a few success stories like the citrus sector our agricultural sector also needs infrastructure investments to take off.

### Labour Force Survey November 2020

According to the latest Labour Force Survey (Quarter3, 2020) the Eastern Cape has lost significant jobs due to the Covid-19 crisis (190000) which is a decline of 13% from the previous year's figures. The current unemployment rate is pegged at 45% with the expanded unemployment rate even higher at 51%. The Eastern Cape Agriculture sector showed a far better recovery (45% up from the last quarter and a 2% net year on year increase) than the other provinces. This is in part due to the positive growth and record demand for citrus linked to the global demand for vitamin C as a supplement to fight Covid-19. While the jobs number in the sector are now above the pre-covid-19 levels they are still way below the Eastern Cape potential.

The finance sector has also shown a significant year on year growth (9.3%). Manufacturing employment has unfortunately shown a decline both year on year and quarter on quarter suggesting that the Eastern Cape has permanently lost some 20% of its manufacturing employment. A similar trend obtains in the construction sector where one third of its workforce has been eroded from –pre-Covid-19 levels. Other sectors have also declined year on year (private households (-25%), Community Services (-10%), Transport (-3.4%), Trade (-16.4%).

However there is another trend which is more worrisome and that is the loss of jobs in the skills intensive section of the labour force. The breakdown of nett job losses by gender and skills levels reveals a scary picture. It seems to be following the global labour market trends where the middle range skilled jobs are being eroded in the labour market. At the same time we are seeing gender patterns emerging with men the biggest losers in the Management, craft and plant and machinery operator skills. These are all medium to highly skilled jobs. Women on the other hand are the biggest losers in the professional, technician, sales and services and domestic worker positions. The genders are equally represented in clerical and elementary positions.

The consequences of this erosion of jobs is that we seem to be losing more of the “good/decent jobs” than the peripheral and elementary jobs. Almost two thirds (68%) of jobs lost by the Covid-19 recession are therefore in the categories of semi, skilled, professional and managerial. Men are only marginally more represented by those losing their jobs (51%) during the Covid-19 recession.

This trend is dangerous for society as a whole since these jobs stabilise sound employment relations, account for progressive collective bargaining, ensure decent wages, account for significant market demand and balance inequities in the labour market. It is also the foundation of the innovation class which will be critical in the new global growth models. Dani Rodrik (2020) has for example argued that these good jobs have positive social externalities which include reducing social costs such as broken families, drug abuse and crime. In other words these are precisely the kinds of jobs we need to be growing to address low levels of “social cohesion”, high levels of violence and youth delinquency.

Net Job losses between Jan/March – July/September 2020 by Skills category and gender			
	Women and Men	women	men
Manager	131,8	36,9	94,9
Professional	+70,3	14,8	+85,1
Technician	39,3	28,0	11,3
Clerk	147,9	76,2	71,6
Sales and services	352,6	255,4	97,2
Skilled agriculture	8,0	1,4	6,6
Craft and related trade	365,1	64,4	300,7
Plant and machine operator	169,7	17,2	152,5
Elementary	421,7	210,8	210,9
Domestic worker	140,2	129,6	10,6
Other	+14,3	+10,9	+3,4
<b>Total net</b>	<b>1691,7</b>	<b>823,9</b>	<b>867,8</b>

Source: DSL Calculations based on LFS Quarter3 2020

### **The Great Eastern Cape Reset**

The Corona induced lock-down has not only affected the underdeveloped countries. Globally, economic growth prospects are pegged at around negative 5% for 2020 while the South African estimates are higher at around -8%. Already the Medium Term Budget Policy Statement (MTBPS) by the Minister for Finance has put a three year public sector wages freeze on the table with a range of other austerity measures undoubtedly in trail. Government spending will be severely constrained in 2021 and most likely characterised the budget for most of the current term of government. If we follow the austerity logic then we are likely to pass on the government revenue (tax) cuts to the big spenders including health and education. The impact will be felt directly in the community safety sector since Education, health and social development are the main sources of budget for community safety programmes and these programmes are likely to be subjected to the logic of austerity cuts. So precisely at the time when the DSL is resetting its agenda to focus on “community safety” at the local government level sources of budget for these programmes will be severely limiting. Fortunately, many of the initiatives at the local government level will include a “whole of society” or “integrated and multi-sectoral” approach. Many local community programmes will include mobilising local communities to become active players in their own safety. By resetting how we engage in safety issues at a local level will empower local communities to manage aspects of their safety

We will need to harness resources through partnership arrangements at the local government level. Securing the support of the higher education sector, NGO and business sectors will, of necessity, mean collective funding of programmes and easing some of government’s burden. Where possible government will fund new community safety initiatives although many programmes are already being funded and implemented. However, we are convinced that these are operating at sub-optimal performance currently and many savings can be realised through more research and more effective monitoring and evaluation. We need to ramp up our monitoring and evaluation of safety programmes in order to reallocate freed up resources to some of the priority programmes linked to our strategic reset. We also need to ensure that research is adequately resourced.

### **Economic Reconstruction and Recovery Plan**

The reconstruction and Recovery plan released by the president in October 2020 very clearly identifies the central role of the state in coordinating and energizing the recovery plan. The Eastern Cape needs to latch onto this plan and develop its own reset strategy in the process. The Eastern Cape is characterized by fundamental uneven economic development which has exacerbated regional infrastructure poverty. In addition the Eastern Cape is home to many of the under skilled and unemployable who have been consigned to live in abject poverty in the former homeland areas.

The key projects of the recovery plan such as the mass public employment programmes creating 800 000 work opportunities needs to be seized and maximally implemented locally. This needs to be combined with a strategy to maximize the local benefit from the R1 trillion infrastructure build. With the extremely low infrastructure base in the Eastern Cape huge swathes of poverty and inequality can be addressed quickly through such a strategy. The New White Paper on Safety and Security highlights the need for Crime Prevention through Environmental design (CPTED).

This means that the way in which we develop infrastructure in space can have positive or negative impacts on safety and crime. We will be lobbying that R1-



Trillion infrastructure programme to make sure that a fair share comes to the Eastern Cape but also that we begin to implement infrastructure in a more sensible and safe way. We will also be engaging the higher education sector where the principles of CPTED are not yet in the engineering and spatial planning curriculum to ensure that it becomes a key feature of our design and implementation principles. This will make us safer and create more jobs in terms of the associated professional opportunities. Provincial and local government needs to commit to CPTED principals from now on and we will make sure of this.

### **The economic importance of the Criminal Justice System**

An effective and efficient criminal justice system embeds the rule of law in society and ensures that justice is realised in terms of those who are perpetrators of harmful acts as well as the victims of these acts. An effective and efficient system becomes a disincentive to those who have an inclination to cause harm and encourages them to rather follow the rule of law.

An effective criminal justice system is a critical factor promoting economic development. Strong legal institutions and effective courts promote entrepreneurship and business development. The World Bank and IMF have for example highlighted the importance of strengthening institutions of the criminal justice system as being fundamental to the state's attempts to deal with corruption. We are emerging out of an era where the South African Police Service (SAPS) and the NPA had been systematically weakened as a key element of state capture and the looting of billions of rands from the state and its entities.

The appointment of a new National Director of Public Prosecutions, and the establishment of a new Special Investigating Unit (SIU) to investigate corrupt activities of SOEs and other state entities are critical aspects of this. At the provincial level we need to do more to restore the criminal justice system as a whole. The establishment of the JCPS cluster in the Eastern Cape is a key foundation for the co-ordination of key programmes.

### **Safety and the higher education sector**

Students and staff at tertiary institutions are not immune to becoming victims of crime on campus (see Makhaye, 2018). Crime on campus impacts on the quality and experience of learning on campus, the type of activities taking place on campus can also have a huge negative economic impact for a region like the Eastern Cape. With the access to the higher education sector created by financial support many disadvantaged students who come from poor socio-economic environments which are challenged by high crime rates are entering our tertiary education institutions. These environmental factors can contribute to higher risk of violence and crime at our campuses. This is borne out by the increasing extent to which our campuses are being characterised by crimes that include murder, rape, assault, vandalism, theft and robbery. Young people are the main perpetrators of crime within university campuses and residences.

### **The Higher Education Sector- Key Partners in Safety and the Eastern Cape Economy**

In 2008, the Higher Education Institutions (HEIs) in the Province contributed almost R5.5 billion directly to new demand for goods and services and R1.2 billion to GGP in the regional economy. Just over 14,000 jobs in the regional economy can be attributed to the operation of the 4 HEIs in the Province. These are significant impacts and illustrate that the universities in the Province are important economic role-players and stakeholders. Although the figures are dated activity and student numbers of the Higher education sector must be significantly higher now.

The economic impact of the Higher education sector alone including only their operational budgets and student spending is therefore a significant economic unit that needs to be protected. Hence safety in the higher education sector must include campus safety of students but also the safety of the higher education sector as an economic asset to the province. Ensuring the safety of the tertiary education sector means that client students from all over the world will continue to come here to study and generate knowledge.

In the Eastern Cape we have a Higher Education Sector that has all the requisite capabilities to become a key partner in Community Safety across the province.

The expertise of young graduates and professional staff can be harnessed to play a range of support roles in community safety.

The Eastern Cape has eight Technical and Vocational Education Training (TVET) colleges, most of which have more than one campus.

Many of our poorer districts in the Province are NGO poor while the more urban Districts and Metropolitan areas have a more significant population of NGOs who could become partners in community safety. These types of partnerships will require building long term relationships between various agencies in the community safety terrain.

### **3. Internal environment analysis**

The department has an approved Human Resource Plan which is a strategy that is aligned to the Medium Term Strategic Framework (MTSF) period that outlines demand and supply of human resource management. The Department of Safety and Liaison is responsible to serve eight (8) District Offices located at Alfred Nzo, Amathole, Sarah Baartman, Chris Hani, Joe Gqabi, Nelson Mandela Metro and OR Tambo. The Buffalo City Metropolitan Municipality (BCMM) district office is yet to be established. All the district offices oversee the Eastern Cape South African Police Service (SAPS) and the Nelson Mandela Metro Police Service. The SAPS consists of 198 police stations throughout the Province.

Considering the new mandates and pronouncements made to the department a process of reviewing the organisational structure has been initiated to respond to the establishment of the 8th district called BCM. Subsequently, a process of reconfiguration of the department was also initiated and is at the stage that is close to finality. Due to limited funding and shrinking fiscus the department is utilising the existing human capacity and identified employees that are underutilised to join the new BCM. A benchmark process with Gauteng and Western Cape Provinces was concluded. The outcome of the process will reap fruits in the 2021/22 financial year.

The approved organizational structure of the department has 305 posts. Out of 305 posts only 148 positions were approved at the beginning of 2021 however the province effected a budget cut and top sliced the budget of the department. The effect was a reduction of COE budget and the number of funded posts to 131. Currently there are 131 funded vacancies. Through MTEC hearings continuous engagement with provincial Treasury to fund human and infrastructure of the department in order for the department to fulfil its mandatory requirements is ongoing. Furthermore, several requests were made to Provincial Treasury for the assessment of the departmental baseline to determine whether the department is adequately funded to achieve on its constitutional mandate.

As envisaged by the Constitution of the Republic of South Africa of 1996, the current existing national Youth Policy, Provincial Youth Strategy made provision for departments to implement youth developmental programmes. In responding to the strategy the department established a Youth Forum to champion youth developmental programmes both internally and externally. Through the existence of the youth forum young people in the department seek to define themselves, something that will give meaning into their lives and also thrive towards assisting the department in achieving its constitutional mandate. However, what keeps young people going is that there is finally someone that believes in them. It is through a collaborative effort with the youth forum that the department can achieve more.

The department is implementing the Ministerial Determination of the Expanded Public Works Programme (EPWP). Through the Expanded Public Works Programme 165 work opportunities were created for safety patrollers which comprised of 83 females and 82 males. Two (2) female youth data capturers were also appointed on contract. The department has also recruited eleven 11 young graduates through the internship program.

Funding for the implementation of Civilian Secretariat for Police Service Act remains a challenge since 2011. The service delivery model of the department is designed to deliver the services at the coal face (districts). Whilst confronted with funding challenge, our districts' view derived from community engagements and Community

**Police Forums (CPFs), reflects the following district based crime priorities.**

<b>District</b>	<b>Situation</b>
Amathole	Murders, rapes, stock theft, faction fights, drug abuse.
Buffalo City	Lack of trust towards police in some areas due to no feedback on cases, non-response to crimes reported, poor customer care Mob Justice, Assault GBH, Domestic Violence, rapes, house breaking, armed robberies, community squabbles, drug abuse. Lack of trust towards police
Sarah Baartman	Substance abuse which results to domestic violence, GBV and rape
Chris Hani	Substance abuse resulting in gender based violence, stock theft, gangsterism, lack of trust towards SAPS
Alfred Nzo	Stock theft/stock robbery with firearms, killings related to stock theft, GBV especially in Maluti and Bizana, high availability and usage of drugs, community safety structures not sustainable, murders due to taxi violence, service delivery protests led by the Councilors and CPF members
OR Tambo	Hijacking of government buildings, political instability within municipalities, GBV especially in Lusikisiki and Mthatha, GBV as a result of stock theft where the husband would be killed during stock theft and criminals would come back after funeral and abuse the wife and take the remaining stock especially in Bityi, substance abuse resulting in cannibalism, bad conduct of SAPS members and CSFs not taken seriously.
Nelson Mandela Metro	Gangsterism, murders, GBV, drugs, taxi violence, house breaking at schools and clinics, lack of trust in the Criminal Justice System, lack of proper parenting in upbringing of children, illegal occupation of vacant properties resulting in those buildings being criminal hives
Joe Gqabi	Stock theft, murders, mob justice, domestic violence, conflicts amongst communities in Sterkspruit on land invasion where it is alleged that the chiefs are selling land to Lesotho nationals

As a response to these challenges and others, the districts have been exploring the following intervention and with specific bias to young people, who in the majority of instances are either victims or perpetrators.

- Crime awareness through amongst others, Sports against crime
- Prison talks
- School talks and debates on community safety (road safety)
- School safety desks
- Motivational talks on GBVF
- Substance abuse campaigns
- Road shows on safety
- Substance abuse campaigns
- Child protection awareness programs
- Crime awareness through public meetings and Police Accountability Engagements
- Door to door campaign

At the centre of these intervention is the need to develop and implement a provincial specific tool to be able to pick up service delivery challenges that may harbour elements of criminality. Departmental action plans would have to be responsive to the concerns raised by citizens and results of the monitoring of the SAPS.

In addressing the COVID-19 pandemic; the department has complied with all the requirements as directed by Department of Public Services and Administration and Department of Employment and Labour.

The systems and tools we use to discharge the mandate as elaborated from the core legislative frameworks, are inconsistent with the demands of the 4IR. This means, we have to rely on old and non-responsive methods of doing work to carry out our Constitutional mandate. This reality is impacting negatively to the goals of the Provincial Development Plan and other institutional policies and strategies intended to make Eastern Cape a crime free and safe community. In responding to the 4<sup>th</sup> Industrial Revolution, and advancing innovative ways of conducting oversight the department is in the process of automating systems to monitor SAPS and Metro Police and that will be introduced in the 2021/22 financial year.

Currently there are no court rulings affecting the departmental service delivery.

The funded 148 posts that were allocated during the 2021/22 financial year have since been reduced to 131 due to budget cuts.

Total Filled Posts = **131**

Administration: **71**

Provincial Secretariat for Police Service: **60**

Replacement posts to be filled as per ARP = 17 (affected by top slicing)

Youth Representation in	Total No. of Youth	No. of Youth Represented	Total female	Total male	%
Youth (without temporary employees)	18	18	11	7	13.6%
Youth (including temporary employees)	30	30	20	10	20.8%

Occupational Level	Total posts	Vacant	Filled
Senior Management	13	0	13
Level 11-12	25	3	22
Level 9-10	20	2	18
Level 1-8	90	12	78
<b>Totals</b>	<b>148</b>	<b>17</b>	<b>131</b>
Temporary Employees	13	0	13

The Departmental employment equity status is as follows:

Occupational Level	Total filled posts	Total female	Total male	%
SMS Level	13	5	8	38%
MMS Level	22	8	14	36%
Level 9-10	18	11	7	61%
Level 1-8	78	56	22	72%
Temporary Employees	13	10	3	77%
<b>Totals</b>	<b>144</b>	<b>89</b>	<b>55</b>	<b>62%</b>



The Departmental youth status is classified as follows in terms of occupational level:

Occupational Level	Total filled posts	Total number of youth	Total female	%	Total male	%
SMS Level	13	1	1	100	0	0
MMS Level	22	0	0	0	0	0
Level 9-10	18	3	1	33	2	66
Level 1-8	78	11	8	72	3	28
Temporary Employees	13	13	10	76	3	24
<b>Totals</b>	<b>144</b>	<b>28</b>	<b>20</b>	<b>71</b>	<b>8</b>	<b>29</b>

The above statistics reveal the following:

The Department does not meet the bare minimum required 50/50 gender equity target required at Senior Management Services and Middle Management Services.

Salary Level 11 – 12 is male dominated

Salary Level 9 – 10 is female dominated

Salary Level 1–8 is female dominated.

### **Disability status**

The Department is at 2.29% representation of people with disabilities above the required 2% disability target.

Overall females are dominating in the department however at level 13 when a vacancy exist the target of a young women is necessary to address the regression. The department is addressing its equity targets utilising an unemployment equity plan that clearly outlines the Employment Equity (EE) targets. The EE committee is a platform to discuss targets and strategies to meet equity targets. Currently, the department is at 2.2% on disability and according to EE plan, it should reach 7% by 2025.

The department ensures compliance with the B-BBEE Act 53, 2003 by compelling suppliers to claim preference points in all procurement transactions in excess of R29 999,99 threshold value (i.e. R30 000,00 and more). In order to break a deadlock in scoring of contracts the department awards contract(s) in favour of the supplier with the highest B-BBEE points regardless of the threshold value as per Preferential Procurement Policy Framework Act, 2000: Preferential Procurement Regulations, 2017 (paragraph 10 (1)).

The department is configured into two programmes which are:

#### **Programme 1: Administration**

This programme is supposed to have six sub-programmes as per Budget Programme Structure which are: Office of the MEC, Office of the Head of Department, Financial Management, Corporate Services, Legal and Security Management. However, only five sub-programmes are accommodated by funding in the current departmental structure.

#### **Programme 2: Provincial Secretariat for Police Service**

This programme has five sub-programme which are: Programme Support, Policy and Research, Monitoring and Evaluation, Safety Promotion and Community Police Relations.

The main function of this programme is to exercise oversight over SAPS and Metro Police Service, conduct research into policing matters and mobilisation of communities against crime in the province.



During the course of the financial year 2021/22, the department will finalize its organisational structure review to accommodate the ultimate establishment of a fully functional Provincial Secretariat for Police Service. Consistent with Local Government demarcation, the department will also be establishing its 8<sup>th</sup> District Office in the Buffalo City Metropolitan Municipal area. We are also going to be compliant with the corporate management model of Department of Public Service and Administration (DPSA) and align our Service Delivery Models accordingly.

Certainly, the process of review of the departmental Business Case, Service Delivery Model and Functional structure in order to develop and adopt a model that is responsive to the challenges of the increasing crime statistics in the province, in particular social crimes characterised by Gender Based Violence and attacks against women and children. As part of the work that is currently under way, the department will submit all the necessary and required consultation documents to DPSA through OTP.

If the current institutional makeup is not attended to, through amongst others, the strategic funding of the core mandate, our human resource capacity challenges will pose further segregation of duties and pose serious risks to the department. The work of the department is not distributed equally and yet the allocation of material resources is not taking this into consideration. For instance, Amathole District is responsible for 53 police stations whilst Alfred Nzo is attending to 15. The demarcation of the South African Police Services into the local government districts may also assist in resolving the matters at hand. The internal ICT environment was evaluated to determine if it responds to the challenges of the 4IR. The findings depicts that departmental server infrastructure is aging and out of warranty and the plan to procure new servers is stated below

The ICT will consider implementation of a hybrid solution or server environment and SharePoint.

Departmental Communication Annual Action Plan will serve as a pulse of the department for the financial year 2021/22. In this regard, the Communication Action Plan, through which the Communication Strategy is implemented, will be reviewed in line with the Policy Speech imperatives and Annual Performance Plan targets of the department. Central to this, will be the up scaling of branding and marketing programmes to both the internal and external publics of the department. Our departmental website will be one of the marketing tools, which will be used to market the department to all communities. It is through a client oriented communication action plan, that our department can be placed at the centre of the socio-economic development path of the Eastern Cape Province.

**Identification of key service**

**KEY SERVICE ONE:** Evaluation of the implementation of the Gender-Based Violence (GBV) and Femicide Strategy in the Eastern Cape.

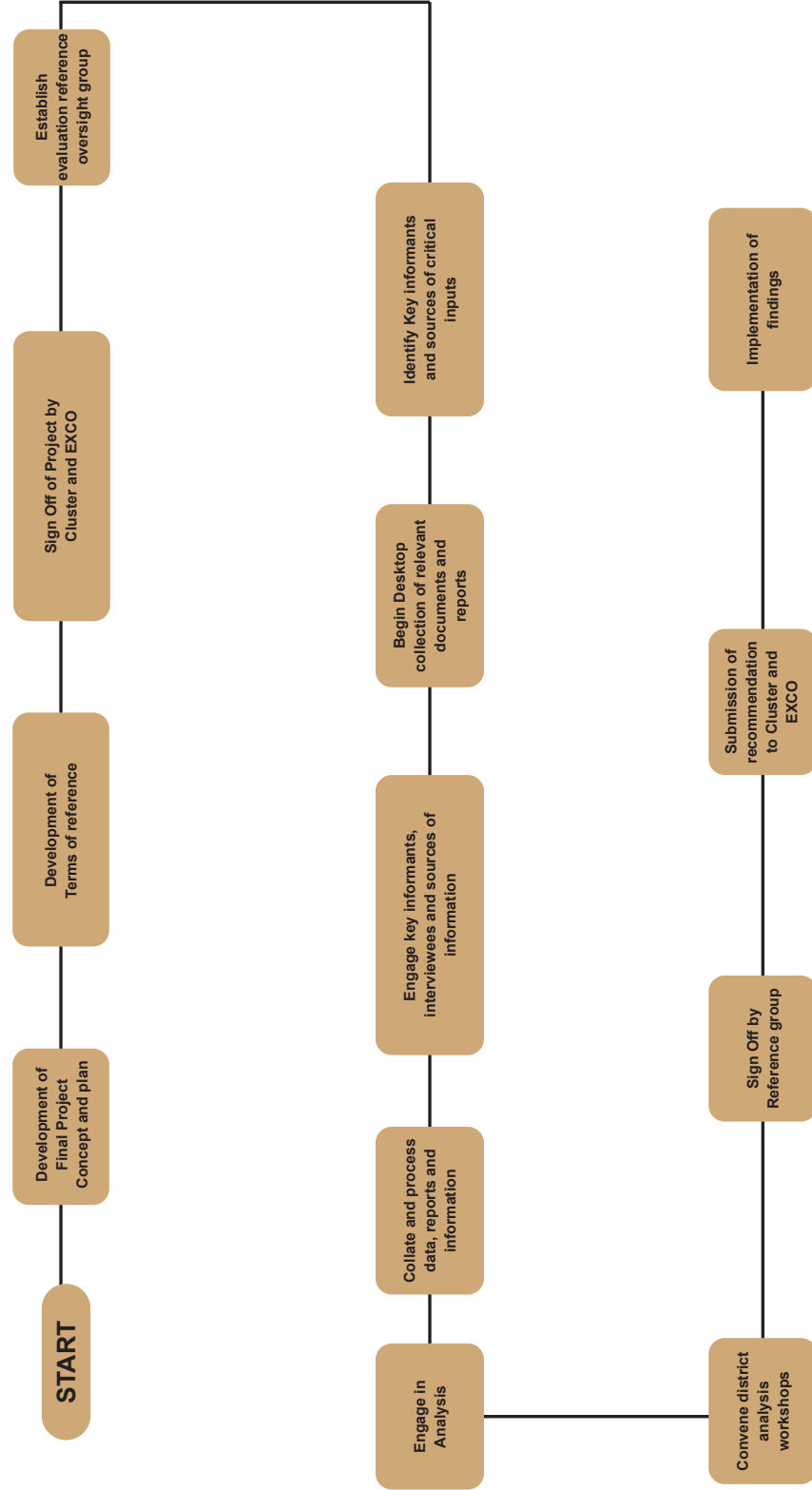
KEY SERVICES AREAS	ACTIVITY	EVALUATION PERIOD	BY WHO/ RESPONSIBLE PERSON
Design evaluation of the Gender Based Violence and Femicides Strategy in the Eastern Cape.	Analyse reports, strategy framework and programme designs and past evaluation as well as other reports from the Presidential Strategy Development Process.	Quarterly/ Annually	Director: Policy and Research

**IMPLEMENTATION STEPS**

- a) Development of Final Project Concept and plan
- b) Development of Terms of reference
- c) Sign Off of Project by Cluster and EXCO
- d) Establish evaluation reference oversight group
- e) Identify Key informants and sources of critical inputs
- f) Begin Desktop collection of relevant documents and reports
- g) Engage key informants, interviewees and sources of information
- h) Collate and process data, reports and information
- i) Engage in Analysis
- j) Convene district analysis workshops
- k) Sign Off by Reference group
- l) Submission of recommendation to Cluster and EXCO
- m) Implementation of findings

## IMPLEMENTATION FLOW CHART FOR THE DESIGN EVALUATION OF THE GBV AND FEMICIDE STRATEGY IN THE EASTERN CAPE

The roll out of the implementation flow chart will be determined by the conditions brought by the advent of the Corona Virus. It may have to take a form that complies with lockdown regulations as they are amended from time to time.



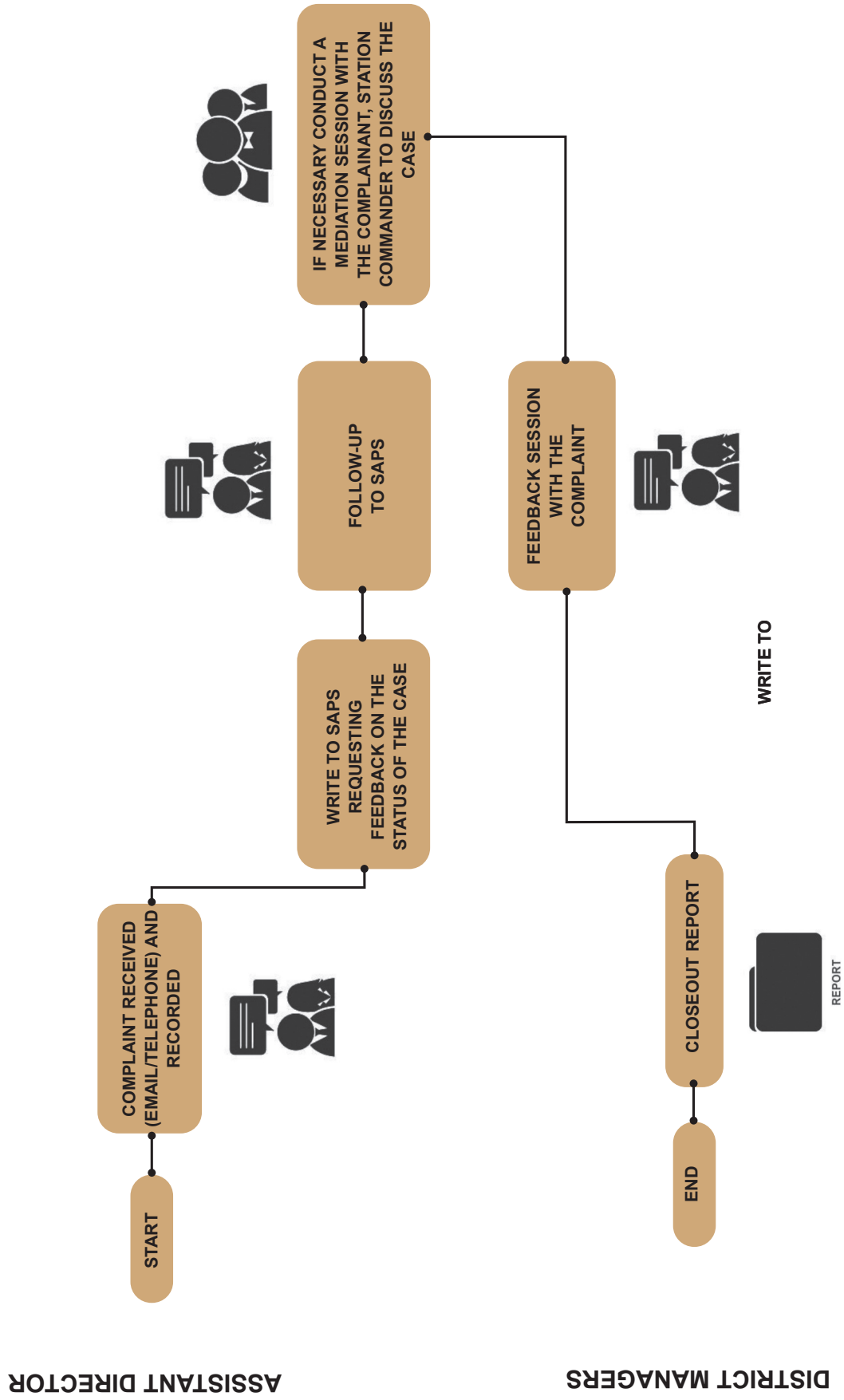
**KEY SERVICE TWO: Analysis of Service Delivery Complaints reported against the Police Service (Analyse reports on services delivery complaints against police)**

KEY SERVICES AREAS	ACTIVITY	EVALUATION PERIOD	BY WHO/ RESPONSIBLE PERSON
Analysis of Service Delivery Complaints reported against the Police Service	Analyse reports on service delivery complaints against Police  Analyse reports compiled on SAPS implementation of IPID recommendations	Quarterly/ Annually	Director: Monitoring and Evaluation

**IMPLEMENTATION STEPS:**

- a) On regular basis each district will submit a report with the list of service delivery complaints received to the Provincial Monitoring Unit for trend analysis purposes.
- b) 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.
- c) Open an individual file with a reference number i.e. JGD/103-03-2021 for easy tracking.
- d) On a written complaint acknowledge receipt within three (3) working days and provide process to be followed.
- e) 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.
- f) Allow a maximum of nineteen (19) working days for SAPS to finalize the case, as indicated in the National Instruction 7 of 2017. If they exceed, request reasons for that.
- g) Upon finalisation of the complaint by SAPS, assess if the complainant is satisfied and close the file.

IMPLEMENTATION FLOW CHART FOR COMPLAINTS MANAGEMENT



**ACTION PLANNING**

KEY SERVICES	ACTIVITIES	BENEFICIARIES	PERFORMANCE AREA	CURRENT STANDARD	DESIRED STANDARD		
					2021/22	2022/23	2023/24
Design evaluation of the Gender Based Violence and Femicides Strategy in the Eastern Cape.	Analyse reports, strategy framework and programme designs and past evaluation as well as other reports from the Presidential Strategy Development Process	Communities	8 Districts	56 visited Police Stations	190 Police Stations to be visited	198 Police Stations to be visited	198 Police Stations to be visited
					104 reports	104 reports	104 reports
Analysis of Service Delivery Complaints reported against the Police Service	Analyse reports on service delivery complaints against Police	Communities	8 Districts	56 reports	104 reports	104 reports	104 reports
					4 reports	4 reports	4 reports
	Analyse reports compiled on SAPS implementation of IPID recommendations	Communities	8 Districts	4 reports	4 reports	4 reports	4 reports

KEY SERVICES	ACTIVITIES	PERFORMANCE AREA	Desired overall quantity of the poor performing service			
			2020/21	2021/22	2022/2023	2023/24
Design evaluation of the GBVF Strategy in the Eastern Cape.	Assess compliance of Police Stations using GBV assessment tool	Communities	Not all police stations have victim friendly rooms	Assess and monitor that all police stations have victim friendly rooms	Assess and monitor that all police stations have victim friendly rooms	Assess and monitor that all police stations have victim friendly rooms
	Conduct Court Watching Brief utilising a tool		Lack of capacitated SAPS members on management of GBV	To improve on conviction rate	To improve on conviction rate	To improve on conviction rate
Analysis of Service Delivery Complaints reported against the Police Service	Analyse reports on service delivery complaints against Police	Communities	100% finalized complaints	To increase number of service delivery complaints received from Communities and ensure complaints are resolved	To increase number of service delivery complaints received from Communities and ensure complaints are resolved	To increase number of service delivery complaints received from Communities and ensure complaints are resolved
	Analyse reports compiled on SAPS implementation of IPID recommendations		Increased the number of SAPS implementation of IPID recommendations	To increase the number of SAPS implementation of IPID recommendations	To increase the number of SAPS implementation of IPID recommendations	To increase the number of SAPS implementation of IPID recommendations



	<b>Current overall</b> quantity of the poor performing service  <b>2020/21</b>	<b>Desired overall</b> quantity of the poor performing service  <b>2021/22</b>	<b>Desired overall</b> quantity of the poor performing service  <b>2022/23</b>	<b>Desired overall</b> quantity of the poor performing service  <b>2023/24</b>
<b>Professional standards</b> <b>(if applicable)</b>	Designed tool to monitor implementation of GBV	<ul style="list-style-type: none"> <li>Analyse nature of cases reported and review a tool</li> <li>Detectives to provide feedback to complainants as per the SAPS set standards.</li> <li>Treat victims of GBV with courtesy and professionalism to prevent secondary victimization.</li> </ul>	<ul style="list-style-type: none"> <li>Analyse nature of cases reported and review a tool</li> <li>Detectives to provide feedback to complainants as per the SAPS set standards.</li> <li>Treat victims of GBV with courtesy and professionalism to prevent secondary victimization.</li> </ul>	<ul style="list-style-type: none"> <li>Analyse cases and review tool</li> <li>Detectives to provide feedback to complainants as per the SAPS set standards.</li> <li>Treat victims of GBV with courtesy and professionalism to prevent secondary victimization.</li> </ul>
<b>Legal standards if applicable (including Standard Operating Procedures sops)</b>	Through Court Watching Brief assessed cases not concluded by Courts	Through Court Watching Brief, we will conduct assessments in Police Stations on cases reported and engage courts on unresolved cases	Through Court Watching Brief, we will conduct assessments in Police Stations on cases reported and engage courts on unresolved cases	Through Court Watching Brief, we will conduct assessments in Police Stations on cases reported and engage courts on unresolved cases
<b>Time:</b>	Ongoing activities that align with the APP	Ongoing activities that align with the APP	Ongoing activities that align with the APP	Ongoing activities that align with the APP
<b>Cost:</b>	Travel & Subsistence	Travel & Subsistence	Travel & Subsistence	Travel & Subsistence
<b>Human Resources:</b>	Departmental officials, Community & Stakeholders	Departmental officials, Community & Stakeholders	Departmental officials, Community & Stakeholders	Departmental officials, Community & Stakeholders



**BATHO PELE PRINCIPLES**

KEY SERVICES	BATHO PELE PRINCIPLES	DESIRED STANDARD		
		CURRENT STANDARD 2020/21	2021/2022	2022/2023
Design evaluation of the GBVF Strategy in the Eastern Cape.	Consultation	<ul style="list-style-type: none"> <li>Conducted accountability engagements (focus will be on GBV cases)</li> <li>Assessed cases utilising tool for Court Watching Brief</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the implementation of the GBV and Femicide Strategy in the Province.</li> <li>Conduct accountability engagements (focus will be on GBV cases)</li> <li>Assess cases utilising tool for Curt Watching Brief</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the implementation of the GBV and Femicide Strategy in the Province.</li> <li>Conduct accountability engagements (focus will be on GBV cases)</li> <li>Assess cases utilising tool for Curt Watching Brief</li> </ul>
	Service Standards	Completion of a case reported and monitor timeline from the time of reporting to the time of completion	Completion of a case reported and monitor timeline from the time of reporting to the time of completion	Completion of a case reported and monitor timeline from the time of reporting to the time of completion
	Access	<ul style="list-style-type: none"> <li>89 communities (policing precincts) reached</li> <li>Distribution of promotional material to communities.</li> <li>Engaged communities to gain access on cases reported and empower them on how courts operate</li> </ul>	<ul style="list-style-type: none"> <li>Distribution of promotional material to communities (Facebook page and Website).</li> <li>Engage communities to gain access on cases reported and empower them on how courts operate</li> </ul>	<ul style="list-style-type: none"> <li>Distribution of promotional material to communities (Facebook page and Website).</li> <li>Engage communities to gain access on cases reported and empower them on how courts operate</li> </ul>

KEY SERVICES	BATHO PELE PRINCIPLES	DESIRED STANDARD			
		2020/21	2021/2022	2022/2023	2023/2024
	Courtesy	<ul style="list-style-type: none"> <li>Conducted consultation sessions with all affected communities and relevant stakeholders</li> <li>Monitored police stations whether they provide privacy for victims of Gender Based Violence (Victims friendly rooms)</li> </ul>	<ul style="list-style-type: none"> <li>Conduct consultation sessions with all affected communities and relevant stakeholders</li> <li>Monitor police stations whether they provide privacy for victims of Gender Based Violence (Victims friendly rooms)</li> <li>Monitor and ensure that SAPS members are trained on management of GBV.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct consultation sessions with all affected communities and relevant stakeholders</li> <li>Monitor police stations whether they provide privacy for victims of Gender Based Violence (Victims friendly rooms)</li> <li>Monitor and ensure that SAPS members are trained on management of GBV.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct consultation sessions with all affected communities and relevant stakeholders</li> <li>Monitor police stations whether they provide privacy for victims of Gender Based Violence (Victims friendly rooms)</li> <li>Monitor and ensure that SAPS members are trained on management of GBV.</li> </ul>
	Openness & Transparency	<ul style="list-style-type: none"> <li>Campaigns were open to all stakeholders and communities in a district and local municipality e.g. SAPS brought standing documents to update communities on cases</li> <li>Conduct Court Watching Brief to determine reasons why cases could not be concluded by courts</li> </ul>	<ul style="list-style-type: none"> <li>Conduct campaigns and invite SAPS to report on cases.</li> <li>Conduct Court Watching Brief to determine reasons why cases could not be concluded by courts</li> </ul>	<ul style="list-style-type: none"> <li>Conduct campaigns and invite SAPS to report on cases.</li> <li>Conduct Court Watching Brief to determine reasons why cases could not be concluded by courts</li> </ul>	<ul style="list-style-type: none"> <li>Conduct campaigns and invite SAPS to report on cases.</li> <li>Conduct Court Watching Brief to determine reasons why cases could not be concluded by courts</li> </ul>

KEY SERVICES	BATHO PELE PRINCIPLES	DESIRED STANDARD			
		2020/21	2021/2022	2022/2023	2023/2024
	Information	<ul style="list-style-type: none"> <li>Conducted awareness campaigns</li> <li>Developed and distributed Brochures about the departmental mandate</li> <li>Invitations of awareness sessions were followed up with telephonic reminders.</li> <li>Allow communities to utilise Facebook page and website to access information about the department.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct awareness campaigns</li> <li>Development of domestic violence brochures and the about the mandate of the department.</li> <li>Invitations of awareness sessions.</li> <li>Radio slots to encourage communities to report cases.</li> <li>Utilisation of Facebook pages and website</li> </ul>	<ul style="list-style-type: none"> <li>Conduct awareness campaigns</li> <li>Development of domestic violence brochures and the mandate of the department.</li> <li>Invitations of awareness sessions.</li> <li>Radio slots to encourage communities to report cases.</li> <li>Utilisation of Facebook pages and website</li> </ul>	<ul style="list-style-type: none"> <li>Conduct awareness campaigns</li> <li>Development of domestic violence brochures and the mandate of the department.</li> <li>Invitations of awareness sessions.</li> <li>Radio slots to encourage communities to report cases.</li> <li>Utilisation of Facebook pages and website</li> </ul>
	Redress	<p>Conducted accountability engagements with communities and relevant stakeholders and explained the reasons for deviation through accountability engagements sessions</p>	<p>Conduct accountability engagements with communities and relevant stakeholders whereby SAPS provides feedback on cases reported</p>	<p>Conduct accountability engagements with communities and relevant stakeholders whereby SAPS provides feedback on cases reported</p>	<p>Conduct accountability engagements with communities and relevant stakeholders whereby SAPS provides feedback on cases reported</p>
	Value for Money	<ul style="list-style-type: none"> <li>Community meetings were held quarterly to give feedback</li> <li>Utilised assessment tools to conduct engagements with SAPS to determine level of service provided to communities on GBV</li> </ul>	<ul style="list-style-type: none"> <li>To ensure we mobilise communities/stakeholders as per the targeted number of all our engagements.</li> <li>Utilising assessment tool to conduct assessment engagement with SAPS to determine level of service provided to communities on Gender Based Violence (GBV)</li> </ul>	<ul style="list-style-type: none"> <li>To ensure we mobilise communities/stakeholders as per the targeted number of all our engagements.</li> <li>Review assessment tool and continue to Conduct assessment engagement with SAPS to determine level of service provided to communities on Gender Based Violence (GBV)</li> </ul>	<ul style="list-style-type: none"> <li>To ensure we mobilise communities/stakeholders as per the targeted number of all our engagements.</li> <li>Review assessment tool and continue to Conduct assessment engagement with SAPS to determine level of service provided to communities on Gender Based Violence (GBV)</li> </ul>

KEY SERVICES	BATHO PELE PRINCIPLES	DESIRED STANDARD			
		2020/21	2021/2022	2022/2023	2023/2024
Analysis of Service Delivery Complaints reported against the Police Service	Consultation	<ul style="list-style-type: none"> <li>Conducted one-on-one sessions with complainants and SAPS as an intervention process.</li> <li>Conducted customer satisfaction surveys.</li> </ul>	<ul style="list-style-type: none"> <li>One-on-on sessions with complainants and SAPS as an intervention process.</li> <li>Conduct customer satisfaction surveys.</li> </ul>	<ul style="list-style-type: none"> <li>One-on-on sessions with complainants and SAPS as an intervention process.</li> <li>Conduct customer satisfaction surveys.</li> </ul>	<ul style="list-style-type: none"> <li>One-on-on sessions with complainants and SAPS as an intervention process.</li> <li>Conduct customer satisfaction surveys.</li> </ul>
	Service Standards	<p>Monitored SAPS as per the National Instruction no. 6 of 2017 which stipulate how long complaints are resolved.</p> <ul style="list-style-type: none"> <li>Communities were made aware on how to access the department through National and Provincial hotlines.</li> <li>Developed and distributed brochures with contact details of complaints management unit and districts</li> <li>In all our department and stakeholder engagements we had complaints desk to attend to SAPS related complaints by communities.</li> </ul>	<p>Monitor SAPS as per the National Instruction no. 6 of 2017 which stipulate how long complaints are resolved.</p> <ul style="list-style-type: none"> <li>To make communities aware on how to access the department through National and Provincial hotlines.</li> <li>Distribute brochures with contact details of complaints management unit and districts</li> <li>In all our department and stakeholders engagements we will have complaints desk to attend to SAPS related complaints by communities.</li> </ul>	<p>Monitor SAPS as per the National Instruction no. 6 of 2017 which stipulate how long complaints are resolved.</p> <ul style="list-style-type: none"> <li>To make communities aware on how to access the department through National and Provincial hotlines.</li> <li>Distribute brochures with contact details of complaints management unit and districts.</li> <li>In all our department and stakeholders engagements we will have complaints desk to attend to SAPS related complaints by communities.</li> </ul>	<p>Monitor SAPS as per the National Instruction no. 6 of 2017 which stipulate how long complaints are resolved.</p> <ul style="list-style-type: none"> <li>To make communities aware on how to access the department through National and Provincial hotlines.</li> <li>Distribute brochures with contact details of complaints management unit and districts.</li> <li>In all our department and stakeholders engagements we will have complaints desk to attend to SAPS related complaints by communities.</li> </ul>
	Access	<p>Communities were made aware on how to access the department through National and Provincial hotlines.</p> <ul style="list-style-type: none"> <li>Developed and distributed brochures with contact details of complaints management unit and districts</li> <li>In all our department and stakeholder engagements we had complaints desk to attend to SAPS related complaints by communities.</li> </ul>	<p>Monitor SAPS as per the National Instruction no. 6 of 2017 which stipulate how long complaints are resolved.</p> <ul style="list-style-type: none"> <li>To make communities aware on how to access the department through National and Provincial hotlines.</li> <li>Distribute brochures with contact details of complaints management unit and districts</li> <li>In all our department and stakeholders engagements we will have complaints desk to attend to SAPS related complaints by communities.</li> </ul>	<p>Monitor SAPS as per the National Instruction no. 6 of 2017 which stipulate how long complaints are resolved.</p> <ul style="list-style-type: none"> <li>To make communities aware on how to access the department through National and Provincial hotlines.</li> <li>Distribute brochures with contact details of complaints management unit and districts.</li> <li>In all our department and stakeholders engagements we will have complaints desk to attend to SAPS related complaints by communities.</li> </ul>	<p>Monitor SAPS as per the National Instruction no. 6 of 2017 which stipulate how long complaints are resolved.</p> <ul style="list-style-type: none"> <li>To make communities aware on how to access the department through National and Provincial hotlines.</li> <li>Distribute brochures with contact details of complaints management unit and districts.</li> <li>In all our department and stakeholders engagements we will have complaints desk to attend to SAPS related complaints by communities.</li> </ul>

KEY SERVICES	BATHO PELE PRINCIPLES	DESIRED STANDARD			
		2020/21	2021/2022	2022/2023	2023/2024
	Courtesy	<ul style="list-style-type: none"> <li>Engaged complainants and provided them with feedback</li> </ul>	<ul style="list-style-type: none"> <li>Engage complainants and provide them with feedback constantly</li> <li>If necessary, to conduct a mediation session with the complainant, station and branch commanders to discuss the case.</li> </ul>	<ul style="list-style-type: none"> <li>Engage complainants and provide them with feedback constantly.</li> <li>If necessary, to conduct a mediation session with the complainant, station and branch commanders to discuss the case.</li> </ul>	<ul style="list-style-type: none"> <li>Engage complainants and provide them with feedback constantly.</li> <li>If necessary, to conduct a mediation session with the complainant, station and branch commanders to discuss the case.</li> </ul>
	Openness & Transparency	<ul style="list-style-type: none"> <li>Provided feedback to all complainants about the status of their cases.</li> <li>Conducted accountability engagements to discuss the outstanding cases of the identified policing precinct.</li> </ul>	<ul style="list-style-type: none"> <li>Constant provision of feedback to all complainants about the status of their cases.</li> <li>Conducted accountability engagements to discuss the outstanding cases of the identified policing precinct.</li> </ul>	<ul style="list-style-type: none"> <li>Constant provision of feedback to all complainants about the status of their cases.</li> <li>Conducted accountability engagements to discuss the outstanding cases of the identified policing precinct.</li> </ul>	<ul style="list-style-type: none"> <li>Constant provision of feedback to all complainants about the status of their cases.</li> <li>Conducted accountability engagements to discuss the outstanding cases of the identified policing precinct.</li> </ul>
	Information	<ul style="list-style-type: none"> <li>Conducted awareness campaigns</li> <li>Developed and distributed Brochures about the departmental mandate</li> <li>Invitations of awareness sessions were followed up with telephonic reminders.</li> <li>Allowed communities to utilise Facebook page and website to access information about the department.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct awareness campaigns</li> <li>Development of domestic violence and the mandate of the department brochures.</li> <li>Radio slots to encourage communities to report cases.</li> <li>Utilisation of Facebook pages and website</li> </ul>	<ul style="list-style-type: none"> <li>Conduct awareness campaigns</li> <li>Development of domestic violence and the mandate of the department brochures.</li> <li>Radio slots to encourage communities to report cases.</li> <li>Utilisation of Facebook pages and website</li> </ul>	<ul style="list-style-type: none"> <li>Conduct awareness campaigns</li> <li>Development of domestic and violence the mandate of the department brochures.</li> <li>Radio slots to encourage communities to report cases.</li> <li>Utilisation of Facebook pages and website</li> </ul>



KEY SERVICES	BATHO PELE PRINCIPLES	DESIRED STANDARD			
		CURRENT STANDARD 2020/21	2021/2022	2022/2023	2023/2024
	Redress	<ul style="list-style-type: none"> <li>Conducted mediation sessions with complainants, station commander and branch commander to discuss cases.</li> <li>Engaged complainants telephonically and by emails) to ensure they were satisfied / making follow-ups until cases are resolved.</li> </ul> <p>Ensured that every complaint received, was attended to and concluded.</p>	<ul style="list-style-type: none"> <li>Conduct mediation sessions with complainants, branch and station commander to discuss the case.</li> <li>To liaise with complainants telephonically and through emails until he/she is satisfied/ make follow-ups until cases are resolved.</li> </ul> <p>Ensure that complaints received are attended to and concluded.</p>	<ul style="list-style-type: none"> <li>Conduct mediation sessions with complainants, branch and station commander to discuss the case.</li> <li>To have liaise with complainants telephonically and through emails until he/she is satisfied/ make follow-ups until cases are resolved.</li> </ul> <p>Ensure that complaints received are attended to and concluded.</p>	
	Value for Money				