



Province of the  
**EASTERN CAPE**  
COMMUNITY SAFETY

---

**Corner Independent Avenue and Circular Drive, Bhisho, Erf 5000 Building.**

Private Bag X0057, BHISHO, 5605, REPUBLIC OF SOUTH AFRICA, [Tel:+27\(0\) 82 556 2759](tel:+27(0)825562759).

Email: [Nomfundo.Mahonga@safetyec.gov.za](mailto:Nomfundo.Mahonga@safetyec.gov.za) Fax: +27(0)86 641 8449. Website: [www.ecprov.gov.za](http://www.ecprov.gov.za)

---

**Enquiries Ms. Mahonga**

**040 - 609 3819**

---

## **SERVICE DELIVERY MODEL 2025-2030**

## Table of Contents

No.	Section	Page
<b>I</b>	Table of contents	<b>2</b>
<b>II</b>	List of abbreviations/acronyms	<b>3</b>
<b>1.</b>	Current Realities and Operating Context	<b>4</b>
<b>1.1</b>	Introduction	<b>4</b>
<b>1.2</b>	Background	<b>5</b>
<b>1.3</b>	Primary Legislative mandate and institutional alignment	<b>6-9</b>
<b>2</b>	Analysis of current services and mode of delivery of community safety	<b>9-10</b>
<b>2.1</b>	Functional Arrangement	<b>10-11</b>
<b>3</b>	Proposed Service Delivery Model	<b>11-12</b>
<b>3.1</b>	Implementation of the integrated crime and violence prevention strategy	<b>11-12</b>
<b>3.2</b>	Provincial Safety Strategy 2022-27	<b>13-15</b>
<b>3.3</b>	Functional Integration of the Provincial Safety Strategy with the Outcomes of the NDP	<b>15-16</b>
<b>3.3.1</b>	Alignment of the interventions and functions to strategic objectives / outcomes	<b>17-23</b>
<b>3.4</b>	Arrangements aimed at strengthening the implementation of the SDM	<b>23</b>
<b>3.5</b>	Strengthening the Co-ordination and Implementation of the PSS	<b>24-25</b>
	The table below reflects the factors that must be outlined in the SDM as a requirement by the DPSA	<b>26-38</b>
<b>4</b>	Stakeholders	<b>39</b>
<b>5</b>	Risk management and mitigating factors	<b>39-40</b>
	Sign off	<b>41</b>

## LIST OF ABBREVIATIONS AND ACRONYMS

BAC	Business Against Crime
Cons	Constitution of South Africa
CSPA	Civilian Secretariat for Police Act
DDM	District Development Model
DPSA	Department of Public Service & Administration
DVA	Domestic Violence Act
EC	Eastern Cape
IPID	Independent Police Investigative Directorate
DoCS	Department of Community Safety
MEC	Member of the Executive Council
MTSF	Medium-Term Strategic Framework
NGO	Non-Government Organisation
ICVPS	Integrated Crime and Violence Prevention Strategy
POA	Program of Action
PC	Provincial Commissioner
PDP	Provincial Development Plan
CSF	Community Safety Forum
CPF	Community Police Forum
NICRO	National Institute for Crime Prevention & Re-integration of Offenders
PCPS	Provincial Crime Prevention Strategy
PSS	Provincial Safety Strategy
SDM	Service Delivery Model
SAPS	South African Police Service

## **1. CURRENT REALITIES AND OPERATING CONTEXT**

### **1.1 INTRODUCTION**

Despite all the implemented interventions and strategies, the Eastern Cape (EC) 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, the Province has seen an alarming 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 half of safety that confronts the department going forward in the sixth term of administration.

The socio-economic realities within the Eastern Cape communities that contribute to vulnerability and crime include the following:

- High levels of unemployment, poverty and other related socio-economic ills.
- Inconsistent and unstable sources of income with strong reliance on government's social security.
- High levels of toxic masculinity and the associated violence against women and children.
- High levels of a "culture of violence" evident across all spheres of social life.
- The persistence of apartheid era spatial inequalities in settlement patterns and the uneven development of provincial infrastructure and the economy.
- High levels of availability of dangerous drugs.
- High levels of availability and abuse of liquor.
- High levels of youth frustration, unemployment and poverty.

A more agile, flexible and responsive intervention mechanisms is needed within government and society to manage, guide, defuse and resolve the ever-increasing conflicts in society before they become safety and policing problems. Integrated strategies at local government level, which brings together the key government agencies, partners from civil society, Traditional Leaders and business sector, are a key success factor in this regard.

## 1.2. BACKGROUND

The Department of Community Safety embarked on an organisational structure review process following the pronouncement by the Premier on the Public Service Month of September 2019. The department has since embarked on a strategic planning process to ensure alignment to the MEC policy speech. The reconfiguration process comprises the development of a new and aligned Service Delivery Model. The process seeks to ensure that the new configuration will be able to deliver on the legislative and political mandates as well as commitments of the 7<sup>th</sup> Administration.

In preparation for the process of developing a service delivery model, the department looked at the following critical aspects:

- The mandate of the department in terms of the Constitution
- New mandates as determined by Minister of police on Court Watch Brief
- The current approved organisational structure
- Identified the gaps on the current organisational structure
- Conducted situational analysis as outlined in the strategy
- The departmental strategic plan for period 2020-2025
- The departmental service delivery improvement plan
- The Gazette that changed the name of the department from Department of Safety and Liaison to Community Safety
- Constitution of Provincial Secretariat in line Civilian Secretariat in line with the Civilian Secretariat for Police Act (Act No. 2 of 2011)
- Research studies conducted by the department of community safety at a provincial level
- Establishment of the 8<sup>th</sup> district to widen the footprint of the department to reach all areas in the department

### **1.3. PRIMARY LEGISLATIVE MANDATE OF DCS AND INSTITUTIONAL ALIGNMENT**

The Eastern Cape Department of Community Safety derives its mandate from the following legislative frameworks:

- Constitution of the Republic of South Africa, 1996
- South African Police Service Act, 1995
- Proposed Amendments to the South African Police Service Act 1995
- White Paper on Safety and Security, 1998
- National Crime Prevention Strategy, 1996
- Provincial Development Plan
- Provincial Crime Prevention Strategy
- Public Service Regulatory Frameworks e.g., Public Finance Management Act, Public Service Act
- Civilian Secretariat for Police Service Act of 2011
- Domestic Violence Act, 1998
- Independent Police Investigative Directorate Act of 2011

#### **The Constitution of the Republic of South Africa, 1996**

Section 206 (1) vests the national political responsibility for safety and security on a member of the Cabinet and requires this member to take responsibility for policing and the determination of a national policing policy. Such a national policy must be developed through consultation with Provincial Governments to ensure that it reflects the policing needs and priorities of Provinces. National policing policy may make provision for different policies in respect of different provinces after considering the policing needs and priorities of each Province.

Section 206(3) entitles each province to

- Monitor police conduct
- Oversee the effectiveness and efficiency of the police service, including the receipt of reports on the police service
- Promote good relations between the police and the community
- Assess the effectiveness of visible policing and

- Liaise with the Cabinet member responsible for policing with respect to crime and policing in the Province.

Section 206(4) vests policing functions assigned in terms of Chapter 11, National legislation; and functions allocated in terms of the National policing policy to the Provincial Executive.

### **South African Police Service Act, 1995**

Provincial Secretariats are required to support the Provincial MEC for Safety and Security by: -

- Providing advice in the exercise of his or her powers and the performance of his / her duties and functions
- Ensuring civilian oversight of the South African Police Service (SAPS)
- Promoting democratic accountability and transparency in the SAPS
- Providing a legal advisory service
- Providing communication and administrative support
- Monitoring the implementation of SAPS policy
- Conducting research and evaluating the functioning of the SAPS and reporting thereon

### **White Paper on Safety and Security**

Our Provincial responsibilities are:

Initiating and co-ordinating social crime prevention programmes, mobilising resources for social crime prevention programmes, co-ordinating a range of Provincial functions in order to achieve more effective crime prevention, evaluating and supporting social crime prevention programmes at Local Government level, implementing and taking joint responsibility for social crime prevention programmes in areas where Local Government is poorly resourced or lacks capacity and the establishment of public and private partnerships to support crime prevention.

## **National Crime Prevention Strategy**

The National Crime Prevention Strategy was initiated by the Cabinet in March 1995. The strategy is the result of an extensive process of research and analysis and has drawn on international experiences. Both Business Against Crime (BAC) and NGOs concerned with crime prevention have made a substantial contribution to this strategy.

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

- Monitor and evaluate the implementation of policing policy in the province.
- Evaluate and monitor police conduct in the province.
- Develop and evaluate safety models and monitoring tools.
- Assist the Civilian Secretariat with any monitoring and evaluation projects.
- Promote community police relations and establish and promote partnerships; and
- Manage the enhancement of community safety structures within the province.

## **Independent Police Investigative Directorate, Act 1, 2011.**

The Act provides that the Secretariat:

- Must monitor the implementation by SAPS of the recommendations made by IPID
- Provide the Minister with regular reports on SAPS compliance
- Reference to Independent Complaints Directorate in the Domestic Violence Act (DVA), 1998 has been substituted by Secretariat: reporting on the implementation of the DVA, dealing with SAPS applications for exemptions etc.

## **Provincial Crime Prevention Strategy**

In March 2005, the Provincial Executive Council approved a process to develop a Provincial Crime Prevention Strategy (PCPS). The PCPS was and is part of the effort to create a conducive climate in the province for growth and development, to *make the Eastern Cape a compelling place to live, work and invest in*. The PCPS was approved by the Provincial Executive Council in 2006.

The lead department in respect of the PCPS is the Department of Community Safety. The PCPS provides a new focus for the Department's crime prevention efforts, as well as laying out clearly what is required of other Departments of Provincial Government, the roles of Local Authorities and Departments of National Government. The strategy was developed and aligned with the priorities of the Province, which relates to the fight against crime and corruption. The implementation has been strengthened through the EC-JCPS Cluster. The Cluster is led by the Department and serves to promote Intergovernmental Relations in the Criminal Justice System.

## **2. ANALYSIS OF CURRENT SERVICES AND MODE OF DELIVERY OF COMMUNITY SAFETY**

The Department is tasked with the obligation to provide civilian oversight over SAPS, and to build community police relations, to involve and engage citizens in crime prevention programmes and strategies. In realizing this mandate, the Department functions in support of the Civilian Secretariat for Police Service and implement the Civilian Secretariat for Police Service Act 2 of 2011.

The Department has established formal relations with the Independent Police Investigative Directorate to enhance the complaints management system by receiving IPID recommendations to the SAPS and following up with SAPS on their implementation.

The services of the Department are rendered through the Head Office and eight (8) district offices. Each District Office has one (1) Deputy Director, one (1) Assistant Director and two (2) Community Liaison Officers who must conduct community mobilization and perform the duty of assessing the functioning of 200 police stations in the province and forward recommendations to the SAPS. The effectiveness of the oversight function, the department has over SAPS will assist in making SAPS more effective in the fight against crime. The 200 police stations are clustered into eight (8) districts to ensure co-ordination and efficient use of resources. Through the establishment of District Offices is generic, distribution of police stations is not in line with municipal demarcations.

The proposed organisational structure will have Programme three (3) named Community Policing and Partnerships which will oversee the decentralisation of Social Crime Prevention and Partnership functions to District Office. The eight (8) districts will have four

(4) control posts at the level of Director responsible for managing two offices each namely: Alfred Nzo and OR Tambo, Amathole and Buffalo City Metro (BCM), Chris Hani and Joe Gqabi and Nelson Mandela Bay Metro Municipality (NMBM) and Sarah Baartman. The district offices will be capacitated by two (2) funded posts, one (1) Assistant Director and one (1) Community Liaison Officer performing social crime prevention and partnership functions.

## **2.1. FUNCTIONAL ARRANGEMENT**

The department last restructured in 2008, prior to the amendment of the Public Service Regulations of 2016 which led to the issuing of the OD Directive of 2016 which is a governing directive on restructuring in the public service.

### **Corporate Services**

Grouping of corporate services functions is not aligned to the generic functional grouping for corporate services. The department has Information Technology, Human Resource Administration, Human Resource Development, Service Delivery Facilitation, Organisational Development and Job Evaluation, Communication and Customer Care, Employee Health Wellness, Personnel Management, Labour Relations, Conditions of Service, Communication and Marketing, Security Management, Strategic Planning and Monitoring and Evaluation. The current grouping of functions does not create a clear delineation of functions between strategy and systems and human resource management as recommended by the generic configuration. The proposed configuration has adopted the generic functional grouping from the DPSA. The adoption of functional grouping has reduced the support programme as some of the support functions have been amalgamated to ensure that support functions are able to complement each other and promote the shared use of resources.

### **Head Office Functions**

In terms of core programmes the current structure does not clearly define the distinct role of the head office versus the responsibilities of the district. The disjuncture then leads to a duplication of efforts between the head office and the district. Furthermore, the current alignment is a more of a generalist approach whereby programmes are clubbed together

e.g. crime prevention and oversight. This approach then limits the number of programmes the department is able to conduct as officials are responsible for multiple programmes all at once.

The current structure does not cater for the expanded mandate of community safety. It focuses only on oversight functions whereas the fight against crime is a multi-sectoral approach. In the proposed structure, the Oversight function and Community Policing and Partnerships have been clearly delineated. The oversight function will be purely responsible for monitoring police performance and community partnerships will be responsible to establishing community policing structures and the fostering good relations between the police service and the communities. The two functions will need to work together in developing programmes that are aimed at reducing crime.

### **District Office Functions**

The conglomeration of functions within the district are namely the Civilian Oversight and Monitoring and Social Crime Prevention and Partnerships. In terms of the current arrangement the district has more support than core. Furthermore, the current structure does not cater for the 8<sup>th</sup> district namely BCM as it is currently an unfunded mandate. The proposed model has prioritised core as opposed to support. Furthermore, core programmes have been divided between oversight and community policing and partnerships. Therefore, the districts will move from a generalist approach of doing everything from oversight to community policing and partnerships to a more specialist approach. The said approach will assist the department in effectively planning for programmes and also to be proactive rather than reactive. This will further promote agility in when responding to issues of community safety.

## **3. PROPOSED SERVICE DELIVERY MODEL**

### **3.1. IMPLEMENTATION OF THE INTEGRATED CRIME & VIOLENCE PREVENTION STRATEGY**

The White Paper on Safety and Security and the Integrated Crime and Violence Prevention Strategy (ICVPS) operationalises the proposals expressed in the National Development Plan (NDP). The Medium-Term Strategic Framework (MTSF); Goal 4: Human Development and Priority 6: Social Cohesion and Safer Communities further

breaks down the focus areas for implementation of the Provincial Development Plan (PDP).

As a country and a Province, we recognize the importance of family in a society and this is further strengthened through the Ecological Model. The care of families and/or individuals of the family is not limited to families only, but the state is also recognized as a care giver for individuals which is clearly outlined in the Constitution of the Republic of South Africa.

This approach takes into account the cumulative impact of risk factors to crime and violence on a person's life including individual, community, structural, environmental, cultural and social dimensions. It recognises that violence results from a combination of multiple factors that put people at risk. This approach requires interventions at primary, secondary and tertiary level.

The Justice and Crime Prevention Working Group mandate is determined through the Provincial Medium Term Strategic Framework for 2019-2025 through the Programme of Action (POA).

*The POA responded to the four outcomes of the Provincial Safety Strategy which is:*

1. Increased community participation in community safety
2. Prevention of Violence
3. Improved accountability and reduction of corruption and
4. More effective and efficient Criminal Justice System

Key interventions that contributed to the implementation of the above outcomes includes:

- 1)** Reduced levels of fraud and corruption in the private and public sectors;
- 2)** Improved Coordination and integration of the Criminal Justice partners ;
- 3)** Improve the security of Land, Air Ports of Entry, Borderline patrols and the Maritime environment;
- 4)** Gender Based Violence Prevention and Femicide Strategy implemented;
- 5)** Implement Welfare interventions including an essential minimum Psycho-Social Support services to support drug and substance abuse plans;
- 6)** Implementation of the Anti-Gang Strategy and Drug Master Plan;
- 7)** Police Oversight to ensure improved accountability;
- 8)** Prevention of Violence and Victim Empowerment and
- 9)** Community Participation in Community Safety.

### **3.2 PROVINCIAL SAFETY STRATEGY 2022-2027**

The purpose of the Provincial Safety Strategy is to improve the Safety of the People of the Eastern Cape through a coordinated and integrated plan to prevent crime and violence. This supports Outcome 3 which is: "To Ensure that All People In South Africa are and feel safe". This strategy complements other interventions/ policies that respond to crime and violence such as 1) Provincial Development Plan; 2) Integrated Crime Prevention Strategy; 3) Provincial Gender Based Violence and Femicide Strategy; 4) White Paper on Families (June 2021); 5) Provincial Anti-Poverty Strategy and Rural Safety Strategy (September 2021) and 6) Provincial Youth Development Strategy.

This Strategy further recognizes the important role of Crime Prevention through Environmental Design and the interdependence on delivery of Government Clusters to implement their mandate to create and contribute to Community Safety.

#### **Approach of the Strategy**

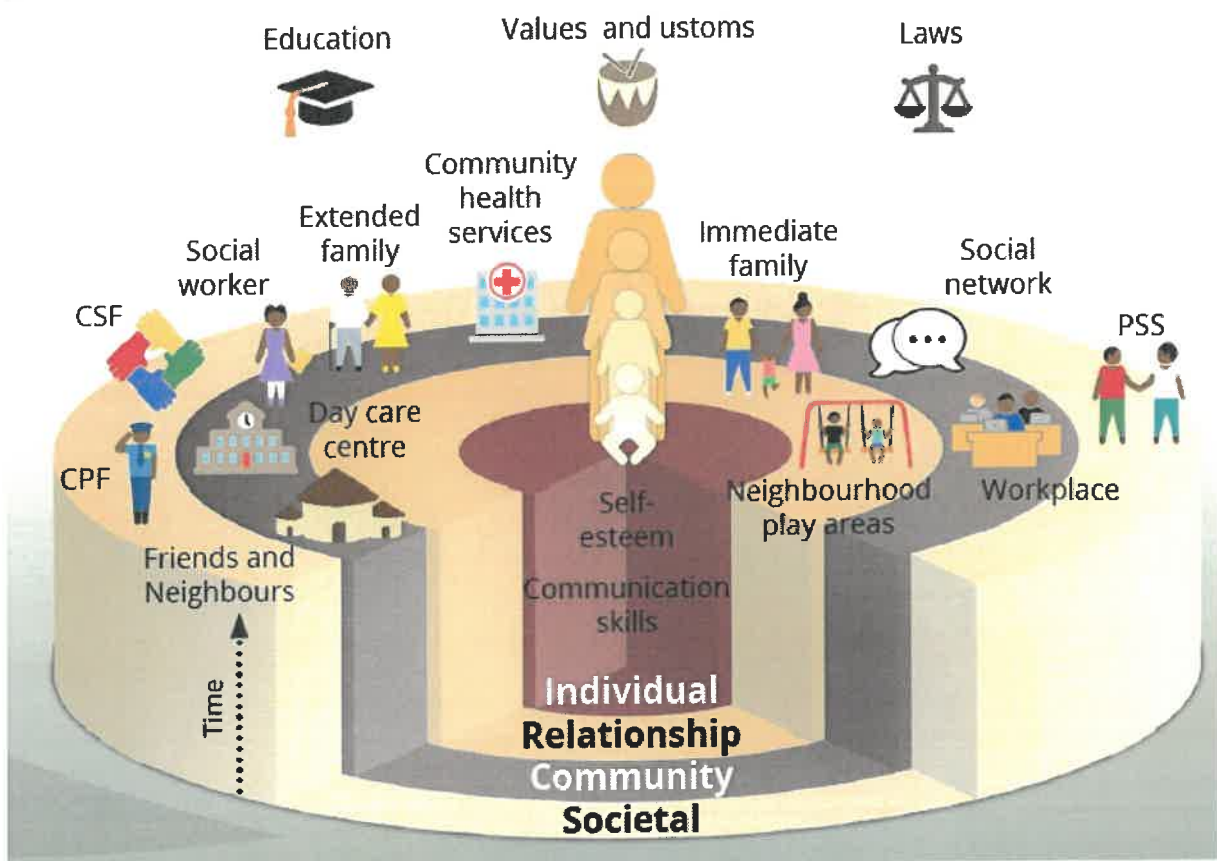
The Provincial Safety Strategy is the overarching Safety Strategy for the Eastern Cape that compliments existing Crime Prevention Strategies with the involvement of various stakeholders. This Strategy advocates an integrated and development approach with a simple philosophy of "Learning By Doing".

It further builds on the socio-economic model espoused by the World Health Organization and takes into account the full context and cumulative impact of risk factors to crime and violence on a person's life, including individual, community, structural, environmental, developmental, cultural and social dimensions. This Model recognizes that violence and crime emanate from a combination of multiple factors that put people at risk or which protect them from experiencing or perpetrating violence and crime. It further acknowledges factors that contribute to building resilience

The focus of the Revised Provincial Safety Strategy is on crime and violence prevention through the provision of community safety. This strategy acknowledges that violence and crime prevention is not solely the responsibility of the Law Enforcement agencies but promotes participation of all spheres of government and civil society that address socio-economic conditions including amongst others poverty, unemployment; social welfare;

health, human settlements and education. This strategy is framed through 6 Pillars to support the implementation of the White Paper on Safety and Security namely:

1. An Effective Criminal Justice System
2. Early Intervention to Prevent Crime and Violence
3. Victim Support
4. Effective and Integrated Service Delivery for Safety, Security and Violence
5. Safety Through Environmental Design
6. Active Public and Community Participation



**Figure 3.2: Ecological Model**

Each Pillar has clearly identified Deliverables, Key Interventions, High Level Performance Indicators and High Level Activities. Further each Pillar promotes proactive and reactive responses so as to enhance community safety. The Provincial Safety Strategy recognizes the fundamental difference between law enforcement and safety, thus promoting interdependent interventions to address the drivers of crime e.g. poverty, inequality,

unemployment, social welfare, health, education and basic services at a municipal level. The key principle of this Strategy is to ensure equal access to Service and Protection, Commitment to High Quality Service; Integrated and Evidence Based Planning and Implementation.

Research has shown that Crime and Violence arise from a multiplicity of socio-economic factors which include but not limited to poverty, inequality and high unemployment. The impact of the risk factors to crime and violence on a person's life including the individual, community, structural, environmental, cultural and social dimensions hampers human development and economic development as indicated in the Ecological Model. This Strategy compliments the Integrated Violence and Prevention Strategy by mirroring the Pillars and Strategic Interventions within the context of the Eastern Cape.

### 3.3 FUNCTIONAL INTEGRATION OF THE PROVINCIAL SAFETY STRATEGY (PSS) WITH THE OUTCOMES TO THE NATIONAL DEVELOPMENT PLAN (NDP)

Action	Link to Outcome
Safety audits done in all communities focusing on crime and safety conditions of the most vulnerable in the community	<b>Outcome 2:</b> Output: Making places safer
All schools should have learner safety plans	<b>Outcome 2:</b> Output: Making places safer
Demilitarize the police force and train all police personnel in professional police ethics and practice	<b>Outcome 3:</b> Output: Promote accountability in SAPS
Increase community participation in crime prevention and safety initiatives	<b>Outcome 1 &amp; 2:</b> Output: Community mobilization against crime Output: Making places safer

---

The National Rural Safety Strategy Plan must be implemented in high-risk areas involving all role-players and stakeholders

**Outcome 1:**  
Output: Rural Safety

Mobilize youth for inner city safety to secure safe places and spaces for young people

**Outcome 1 & 2:**  
Output: Community mobilization against crime  
Output: Making places safer

A judiciary-led independent court administration must be developed

**Outcome 4:**  
Output: Improved service delivery

### 3.3.1 ALIGNMENT OF INTERVENTIONS AND FUNCTIONS TO STRATEGIC OBJECTIVES/OUTCOMES

LEGISLATIVE MANDATES AND FUNCTIONS		
Legislative Mandate	Community Safety on Policing Needs and Priorities	
	Head Office	District level
<p><u>CONS - Section 206(1)</u> A member of the Cabinet must be responsible for policing and must determine national policing policy after consulting the provincial governments and considering the policing needs and priorities of the provinces as determined by the provincial executives.</p> <p><u>CONS - Section 206(2)</u> The national policing policy may make provision for different policies in respect of different provinces after considering the policing needs and priorities of these provinces.</p> <p><u>CONS - Section 206(3)(e)</u> Each Province is entitled to liaise with the Cabinet member responsible for policing with respect to crime and policing in the province.</p> <p><u>CONS - Section 206(5)(b)</u> A Province must make recommendations to the</p>	<ul style="list-style-type: none"> <li>• Determine provincial needs and priorities for policing</li> <li>• Prepare provincial cabinet submissions informing national policing policy</li> <li>• Conducting research into any policing matter informing national policing policy</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct consultation sessions on provincial needs and priorities for policing</li> </ul>

Cabinet member responsible policing.		
<p><u>CONS - Section 206(3a)</u> Each Province is entitled to monitor and evaluate police conduct</p> <p><u>CONS - 206(5)(a)</u> May investigate, or appoint a commission of inquiry into, any complaints of police inefficiency or breakdown in relation between the police and any community</p> <p><u>CONS - Section 206(6)</u> On receipt of a complaint lodged by a provincial executive, an independent police complaints body established by national legislation must investigate any alleged misconduct of, or offence committed by, a member of the police service in the province.</p> <p><u>CSA - Section 17(2)(a)(ii)</u></p>	<p><b>Monitoring and evaluating police conduct</b></p> <p><b>Head Office</b></p> <ul style="list-style-type: none"> <li>• Assess the extent of civil claims against SAPS</li> <li>• Deal with complaints against SAPS members from MEC Office, citizens and other sources other than districts</li> <li>• Monitor the implementation of IPID recommendations by the SAPS</li> <li>• Develop and maintain complaints register against SAPS members</li> <li>• Consolidate provincial complaints report quarterly</li> <li>• Develop Standard Operating Procedures for: <ul style="list-style-type: none"> <li>▪ Complaint's handling</li> <li>▪ DVA compliance audits</li> <li>▪ Policing accountability engagements</li> <li>▪ Unannounced visits</li> </ul> </li> </ul>	<p><b>District level</b></p> <ul style="list-style-type: none"> <li>• Receive complaints about SAPS and validate with SAPS</li> <li>• Develop and maintain SAPS Complaints Register</li> <li>• Compile complaints quarterly reports</li> </ul>
<p>Evaluate and monitor police conduct in the province.</p> <p><u>IPID Act – Section 21(1)(i)</u> A provincial head is responsible for reporting to the relevant MEC on matters referred to the Provincial Head by the MEC.</p> <p><u>Part 5 &amp; 6 of the CSA</u></p>	<ul style="list-style-type: none"> <li>• Service delivery evaluations</li> <li>• Implementation of monitoring recommendations by the SAPS</li> <li>• Develop monitoring tools</li> </ul>	

Cooperation with IPID and SAPS		
<u>CONS - Section 206(3)(b)</u> Monitor and evaluate the level of SAPS effectiveness and efficiency of the police service, including receiving reports on the police service	<b>Effectiveness and Efficiency of the Police Service</b>	
<u>CONS – Section 206(3)(d)</u> To assess the effectiveness of visible policing	<b>Head Office</b>	<b>District level</b>
<u>CSA Section 17(2)(a)(iv)</u> Assist the Civilian Secretariat with any monitoring and evaluation projects	<ul style="list-style-type: none"> <li>• Develop Action Plans for the special projects which are aligned to those determined by Civilian Secretariat</li> <li>• Submit reports on special projects to Civilian Secretariat as the need arises</li> <li>• Analyse SAPS APP &amp; Annual Report</li> <li>• Analyse QPR and quarterly budget expenditure reports</li> <li>• Analyse Provincial Performance Chart and use as a basis for targeting critical areas for monitoring purposes</li> <li>• Monitor the implementation of SAPS strategies</li> <li>• Regularly assess adequacy of policing practices, methodologies, and performance</li> </ul>	<ul style="list-style-type: none"> <li>• Develop annual implementation plan in relation to the action plan for special projects which are aligned to those determined by Civilian Secretariat</li> <li>• Submit quarterly reports on special projects to provincial office</li> <li>• Receive and analyse cluster performance chart and use as a basis to targeting critical area</li> <li>• Make recommendations to SAPS at a local level</li> </ul>
<u>CSA Section 19(e)</u> Review police practices, methodologies and performance and make recommendations in respect thereof		
<u>CONS – Section 206(3)(c)</u> To promote good relations between the police and the community	<b>Community Police Relations</b>	
<u>CSA – Section 17(2)(b)(i)</u> Promote community police relations	<b>Head Office</b>	<b>District level</b>
	<ul style="list-style-type: none"> <li>▪ Develop Standard Operating Procedures for the assessment of</li> <li>▪ Community Police Forums</li> <li>▪ Community Safety Forums</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor the establishment of community police relations structures such as CPFs</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Implementation of the school crime prevention protocol</li> <li>▪ Victim friendly rooms</li> <li>▪ Develop tools for the assessment of community safety structures victim friendly rooms implementation of the school crime prevention protocol by the SAPS</li> <li>▪ Develop policies for the establishment of community safety structures</li> </ul>	<ul style="list-style-type: none"> <li>• Assess the functionality of CPFs</li> <li>• Provide support to Cluster and Stations CPFs structures</li> <li>• Hold policing accountability engagements &amp; provide report of the session</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Provide support to CPF Provincial Board</li> </ul>	
<p><b>CSA - Section 17(2)(a)(i)</b> Monitor and evaluate the implementation of policing policy in the province</p>	<b>Monitoring &amp; Evaluation function</b>	
	<b>Head Office</b>	<b>District level</b>
	<ul style="list-style-type: none"> <li>• Facilitate access to SAPS Policies, Directives &amp; National Instructions and Standing Orders</li> <li>• Analyse policing policies</li> <li>• Analyse crime statistics and make recommendations to SAPS</li> <li>• Submit service delivery evaluations reports to Civilian Secretariat</li> <li>• Monitor and evaluate compliance with the Domestic Violence Act</li> <li>• Submit report on implementation of Domestic Violence Act to Civilian Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct station evaluation against monitoring tool</li> <li>• Conduct unannounced visit at police stations</li> <li>• Consolidate and analyse the inputs on the Monitoring tool and give a Station's perspective</li> <li>• Hold policing accountability engagements and provide report of the session</li> <li>• Present policing accountability engagements post-report</li> </ul>

	<ul style="list-style-type: none"> <li>• Make recommendations to the police service on disciplinary procedures and measures regarding non-compliance with the Domestic Violence Act</li> <li>• Consider reports received from IPID</li> <li>• Monitor the implementation of the police service of the recommendations made by the IPID</li> </ul>	<p>to community safety forums (CSFs)</p> <ul style="list-style-type: none"> <li>• CSFs coordinate safety and security issues and compile report for submission to Provincial JCPS cluster</li> <li>• Participate in CSFs meetings and other related fora like criminal justice forum</li> <li>• Produce a district civilian oversight report</li> <li>• Monitor visible policing</li> <li>• Coordinate public awareness on CSFs roles</li> </ul>
<u>CSA Section 17(2)(b)(ii)</u>	<b>Partnerships</b>	
Establish and promote partnerships	<b>Head Office</b>	<b>District level</b>
	<ul style="list-style-type: none"> <li>• Develop a framework for partnerships and enter into partnership protocols with the relevant role-players and stakeholders.</li> <li>• Identify and initiate relevant Partnerships in promotion of community safety / crime prevention</li> <li>• Coordinate PSS Multi-sectoral Steering Committee</li> <li>• Facilitate the convening of JCPS engagements with other relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Implement initiatives in realization of the partnership protocols in promotion of community safety / crime prevention such as school safety crime prevention protocol; Training of CPF's through NICRO.</li> <li>• Participate in IGR structures at a local level</li> </ul>

CSA – Section 17(2)(a)(iii) Develop community safety models; initiatives and monitoring tools to ensure alignment with the functions of the Civilian Secretariat	Enhance Community Policing	
	Head Office	District level
CSA – Section 17(2)(b)(iii) Manage enhancement of community safety structures with the Province	<ul style="list-style-type: none"> <li>• Provide guidelines; training manuals and assessment tools for enhancement of community safety structures such as community safety forums; CPF, street &amp; village committees and safety patrollers.</li> <li>• Develop provincial crime prevention strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Establish community safety structures such as community safety forums, street &amp; village committees, and safety patrollers</li> <li>• Conduct public education and crime prevention initiatives such as community dialogues against crime; sport against crime; moral regeneration programs; substance abuse awareness; anti-rape awareness; human trafficking awareness.</li> </ul>

### 3.4 ARRANGEMENTS AIMED AT STRENGTHENING THE IMPLEMENTATION OF THE SDM

The Independent Police Investigative Directorate Act 1 of 2011 requires the department to monitor the implementation of the Domestic Violence Act by the SAPS. Community safety programme designs should address the safety of women, children, and vulnerable groups. During the unannounced and Service Delivery Evaluations (SDE) visits it was observed that not all officers in the police stations are trained in the Domestic Violence Act and its National Instruction and not all police stations have victim friendly rooms. The department will strengthen its partnership with department of Social Development to focus on victim empowerment and enhancement of victim friendly rooms at police stations. Though the relationship between drugs, alcohol and violence requires an in-depth study, it is evident that some of the acts of domestic violence are linked to the abuse of drugs

and alcohol. The Department has finalised consultations towards the review of the Liquor Act by DEDEAT.

### **3.5 Strengthening the Co-ordination and Implementation of the PSS**

Effective Intergovernmental (IGR) co-ordination is going to be a critical enabler for the successful implementation of the Provincial Safety Strategy. It is against this backdrop that the IGR Fora such as the Premiers Intergovernmental Forum; Provincial Intergovernmental Forum; District Intergovernmental Forum, various Integrated Fora such as the District Development Model; Safer City Model and Community Safety Forums remain essential to the facilitation of effective alignment and implementation within Provincial government, District and Local municipalities.

Similarly, these structures are also important for the co-ordination and integration of the work of key national government departments which are resident in the province, and responsible for critical areas of service delivery (such as SASSA, Human Settlements, Water Affairs and Sanitation, Environmental Affairs, Fisheries and Forestry – to mention a few here). These structures further have a responsibility to monitor and receive reports from government departments (National and Provincial), as well as Local and District municipalities.

Local government is a critical sphere to the provision of Community Safety within communities and therefore there is sometimes situations that local government regard community safety as an unfunded mandate. The Provincial department of Cooperative Governance and Traditional Affairs together with the department of Community must start a process of developing a clear policy that addresses the mandate of local government in community safety. It must further emphasize the need for Community Safety Plans and Strategies which must be integrated into the IDPs and DDM One Plans of local authorities across the province, which can benefit the mainstreaming of community safety and crime prevention as prioritized in this Strategy.

This is done through Community Safety Forums, District Development Model and Safer City Model. Development and drafting of by-laws is critical that supports the PSS and further ensure Crime Prevention through Environmental Design principles and general safety of communities. Municipalities have the power to have by-laws that regulate

conduct and behaviour, social behaviour in public spaces, land use zoning and this impacts directly on safety and crime prevention.

Each government department and sphere should develop and align its approach addressing community safety, crime prevention and violence prevention with the PSS addressing early, secondary and tertiary interventions. Community Safety, Crime Prevention and Violence Prevention initiatives must be mainstreamed into the existing capacity initiatives across government and further considering the current fiscal environment alternative sources of funding and support should be explored e.g. partnerships with business, sourcing from Sita's, institutionalizing crime and violence prevention into existing programmes such as Extended Public Works Programme and Community Works Programmes

Structures at Local, District and Provincial level must be resourced and capacitated to implement the Provincial Safety Strategy. Consideration should be given to the allocation of dedicated staff with the necessary authority and skills to carry out these functions effectively and most importantly budgets to support implementation.

The PSS is a Safety Plan for all the inhabitants of the Eastern Cape and creates a space for all of them to play their part in ensuring that the province is indeed a place to *play, work and invest in*, free of the fear of crime and violence.

Therefore, in recognizing the importance of local communities, and in encouraging partnerships with civil society, the private sector, traditional leaders, the faith communities, and all other community and social networks within society - the PSS further entrenches and promotes active Public and Community participation and assigns this responsibility to all spheres of government. To ensure that this happens successfully we must consider developing Process Indicators that supports meaningful community participation and further embedding community involvement in integrated Community Safety Strategies. Community Based Structures such as CPFs, Street/ Village Committees, Neighbourhood Watches etc. all contribute to the safety of the people of the Eastern Cape.

The lead Department in respect of the PSS is the department of Community Safety as mandated by the Office of the Premier. The Provincial Safety Strategy provides a new focus for Provincial Governments efforts to responding to violence through effective

Community Safety interventions. Roles and responsibilities of other stakeholders are clearly defined in each of the 6 Pillars. This revised Strategy is intended to realize the vision outlined in the Provincial Development Plan and to contribute towards ensuring an Eastern Cape where All People Are and Feel Safe.

3.6. The table below reflects the factors that must be outlined in the SDM as a requirement by the DPSA.

Services	Beneficiaries	Current delivery mode	Approach	Preferred mode of delivery
<p>Payment of suppliers within 30 days</p>	<p><b>Internal Beneficiaries:</b></p> <ul style="list-style-type: none"> <li>• Finance Unit / Payments Section</li> <li>• Procurement / Supply Chain Management</li> <li>• Departmental End-Users</li> <li>• Internal Audit Units</li> </ul> <p><b>External Beneficiaries:</b></p> <ul style="list-style-type: none"> <li>• Service Providers</li> <li>• Auditor-General (AGSA)</li> <li>• Provincial Treasury</li> <li>• SARS (South African Revenue Service)</li> </ul>	<p><b>Service Rendering &amp; confirmation by the end-user</b></p> <ul style="list-style-type: none"> <li>• End-users identify the need for a service.</li> <li>• The service provider renders the service.</li> <li>• The end user verifies and confirms that the service rendered meets the required standards.</li> </ul> <p><b>Submission of Invoice</b></p> <p>The service provider submits an invoice.</p> <p><b>Invoice Review &amp; Approval</b></p> <p>The logistics unit reviews the invoice for accuracy, ensuring it matches the purchase order.</p>	<p><b>Advantages</b></p> <ul style="list-style-type: none"> <li>• Ensures the service meets quality and expectations.</li> <li>• Promotes accountability by involving the end-user in confirmation.</li> <li>• Reduces the risk of paying for incomplete or unsatisfactory services.</li> <li>• Invoice review ensures accuracy and prevents overpayment.</li> <li>• Verifying against the purchase order strengthens internal controls.</li> <li>• Efficient process when documentation is in order.</li> <li>• Electronic payment is fast, secure, and traceable.</li> </ul>	<p>Payments are processed through electronic funds transfer (EFT).</p>

		<p><b><u>Payment Processing</u></b></p> <p>Once invoice is matched with the order pack, the document is submitted to payments section for processing. Payment is made to the service provider via electronic payment.</p> <p><b>4.Record Keeping &amp; Confirmation</b></p> <p>Finance unit and the supplier keep records of the transaction. Payment section files the payment documentation for audit and compliance purposes</p>	<ul style="list-style-type: none"> <li>• Essential for audit readiness and financial transparency.</li> <li>• Enables tracking of historical transactions.</li> <li>• Helps in resolving disputes or verifying payments when needed.</li> </ul> <p><b><u>Disadvantages</u></b></p> <ul style="list-style-type: none"> <li>• Delays may occur if end-users are unavailable or slow to confirm.</li> <li>• It can be time-consuming, especially if documentation is incomplete or mismatched.</li> <li>• Delays in approval can affect the payment timelines.</li> <li>• Any delay in matching documents can delay the payment.</li> <li>• Errors in bank details or system failures can delay the payments. Information may be lost if records are poorly maintained.</li> </ul>	
Submission of credible departmental budget.	<p><b><u>Internal Stakeholders:</u></b></p> <ul style="list-style-type: none"> <li>• Departmental Management</li> </ul>	<p><b><u>Budget Planning and Preparation</u></b></p> <p><b>Consultation with Units:</b> Departments</p>	<p><b><u>Advantages</u></b></p> <ul style="list-style-type: none"> <li>• Inclusive planning ensures all units' needs are considered,</li> </ul>	Through Official Email or hand delivery

	<ul style="list-style-type: none"> <li>• Finance/Budget Office</li> <li>• Programme Managers</li> </ul> <p><b><u>External Stakeholders:</u></b></p> <ul style="list-style-type: none"> <li>• Provincial Treasury</li> <li>• Auditor-General of South Africa (AGSA)</li> <li>• Portfolio Committees</li> <li>• Communities</li> </ul>	<p>engage with all units or sections to assess needs, planned activities, and cost estimates.</p> <p><b><u>Review of Past Performance:</u></b></p> <p>Analyse historical spending trends and performance to inform future allocations.</p> <p><b><u>Alignment with Strategic Objectives</u></b></p> <p>Budget is structured around specific programmes or objectives to ensure spending is aligned with the policy priorities.</p> <p><b><u>Compliance with Guidelines:</u></b></p> <p>Departments follow budgeting frameworks and timelines issued by the Provincial Treasury</p> <p><b><u>Internal Review and Verification</u></b></p> <p><b>Budget Committee Review:</b> A departmental budget</p>	<p>resulting in a more accurate and complete budget.</p> <ul style="list-style-type: none"> <li>• Reviewing past performance helps identify spending patterns, avoid past mistakes.</li> <li>• Goal-driven budgeting aligns financial resources with the department's priorities and development plans.</li> <li>• Compliance with guidelines smoothens the budget process.</li> <li>• Promotes efficient allocation of limited resources based on strategic impact.</li> <li>• Enhances accuracy and credibility through internal checks before submission.</li> <li>• Strengthens transparency and accountability within the department.</li> <li>• Use of standard templates promotes consistency, allowing for easier analysis and comparison across departments.</li> <li>• Enhances coordination between</li> </ul>	
--	--	---	---	--

	<p>advisory committee reviews and validates the draft budget to ensure accuracy and credibility.</p> <p><b><u>Submission to Provincial Treasury</u></b> Budget is submitted within the stipulated deadlines in the prescribed formats.</p> <p><b><u>Use of Standard Templates:</u></b> Ensures consistency and comparability across departments.</p> <p><b><u>Feedback from Treasury</u></b> <b><u>Responding to Queries:</u></b> Departments receives feedback from the Treasury.</p> <p><b><u>Monitoring and Reporting Framework</u></b> <b><u>Monitoring Tools:</u></b> Mechanisms are in place to track actual spending against the approved budget.</p> <p><b><u>Reporting:</u></b> Departments submit regular financial performance reports, showing adherence</p>	<p>departments and treasury.</p> <ul style="list-style-type: none"> <li>• Strengthens collaboration between department and treasury officials.</li> <li>• Facilitates improvement by addressing weaknesses or concerns raised.</li> <li>• Promotes compliance and enhances budget credibility.</li> </ul> <p><b><u>Disadvantages</u></b></p> <ul style="list-style-type: none"> <li>• Inaccurate or incomplete inputs from units can lead to unrealistic budgets.</li> </ul> <p>Delays in receiving feedback can impact planning and implementation timelines.</p>	
--	--	--	--

<p>Submission of credible In-Year Monitoring Reports (IYM) prepared and submitted</p>	<p><b>Internal Beneficiaries</b></p> <ul style="list-style-type: none"> <li>• Departmental Management</li> <li>• Budget Units</li> <li>• Internal Audit and Risk Management</li> <li>• Responsibility Managers</li> </ul> <p><b>External Beneficiaries</b></p> <ul style="list-style-type: none"> <li>• Provincial Treasury</li> </ul>	<p>to the credible budget.</p> <p><b><u>Data Collection from financial system (BAS and PERSAL)</u></b></p> <ul style="list-style-type: none"> <li>• Finance team requests reports from financial system (e.g., BAS and PERSAL)</li> </ul> <p><b><u>Data capturing into the IYM template</u></b></p> <ul style="list-style-type: none"> <li>• Finance team captures the financial information into the departmental IYM templates.</li> <li>• Finance team verifies the accuracy of figures captured on the IYM templates against the reports requested from the financial system</li> </ul> <ul style="list-style-type: none"> <li>• All data is consolidated into one departmental IYM template.</li> </ul> <p><b><u>Analysis of Expenditure Trends</u></b></p>	<p><b><u>Advantages</u></b></p> <ul style="list-style-type: none"> <li>• Ensures access to accurate financial data.</li> <li>• Promotes consistency by using standardized financial systems.</li> <li>• Reduces manual errors through system-generated reports.</li> <li>• Capturing into a standard IYM template promotes uniformity and easier comparison across months.</li> <li>• Helps identify underspending or overspending early, enabling corrective action.</li> <li>• Enhances transparency and strengthens oversight by provincial treasury or external stakeholders.</li> <li>• Builds a track record of credibility for the department through timely, accurate reporting</li> <li>• Ensures compliance with regulatory</li> </ul>	<p>Through Official Email or hand delivery</p>
---	--	--	--	--

		<ul style="list-style-type: none"> <li>Actual vs. budgeted spending is analysed.</li> <li>Underspending, overspending, and deviations are identified and explained.</li> </ul> <p><b><u>Submission to Treasury</u></b></p> <ul style="list-style-type: none"> <li>The final IYM report is submitted to the relevant Provincial.</li> <li>Submission deadlines is on or by the 15th of each month are strictly followed.</li> </ul> <p><b><u>Document Management</u></b></p> <ul style="list-style-type: none"> <li>Reports are stored electronically and/or in hard copy.</li> <li>Feedback from treasury is received quarterly.</li> </ul>	<p>requirements and deadlines</p> <p><b><u>Disadvantages</u></b></p> <ul style="list-style-type: none"> <li>Manual data capturing increases the risk of human error.</li> </ul>	
Submission of credible Interim and Annual Financial Statements.	<p><b>Internal Beneficiaries</b></p> <ul style="list-style-type: none"> <li>Accounting Authority</li> <li>Senior Management</li> <li>Finance and Accounting Teams</li> </ul>	<p><b><u>Data Collection from financial system (BAS and PERSAL)</u></b></p> <ul style="list-style-type: none"> <li>Gather data from financial systems (e.g., BAS &amp; PERSAL)</li> </ul> <p><b><u>Perform reconciliations</u></b></p>	<p><b><u>Advantages</u></b></p> <ul style="list-style-type: none"> <li>Accurate and timely data from systems like BAS and PERSAL ensures reliability.</li> <li>Identifies errors or omissions early, preventing</li> </ul>	Through Official Email or hand delivery, Provincial Treasury Portal

	<ul style="list-style-type: none"> <li>• Programme Managers</li> <li>• Internal Audit and Risk Management</li> </ul> <p><b>External Beneficiaries</b></p> <ul style="list-style-type: none"> <li>• Auditor-General</li> <li>• Provincial Treasury</li> <li>• Legislative Oversight Bodies (e.g., SCOPA, Portfolio Committees, Parliament)</li> <li>• Citizens</li> </ul>	<ul style="list-style-type: none"> <li>• Perform monthly and year-end reconciliations for: <ul style="list-style-type: none"> <li>○ Cash and bank balances</li> <li>○ Debtors and creditors</li> <li>○ And other transactions</li> </ul> </li> </ul> <p><b><u>Preparation of Financial Statements</u></b></p> <ul style="list-style-type: none"> <li>• Use financial reporting systems and Treasury templates to prepare: <ul style="list-style-type: none"> <li>○ Statement of Financial Performance</li> <li>○ Statement of Financial Position</li> <li>○ Cash Flow Statement</li> <li>○ Notes to the financial statements</li> </ul> </li> <li>• Ensure compliance with Modified Cash Standards (MCS)</li> </ul> <p><b><u>Internal Review and Approval</u></b></p> <ul style="list-style-type: none"> <li>• <b>Review by Director Finance:</b> Ensure</li> </ul>	<p>misstatements in financial reports.</p> <ul style="list-style-type: none"> <li>• Ensures compliance with Treasury formats and Modified Cash Standards (MCS).</li> <li>• Ensures the accuracy and completeness of financial statements before submission.</li> </ul> <p><b><u>Disadvantages</u></b></p> <ul style="list-style-type: none"> <li>• System downtime or technical issues in BAS or PERSAL can delay data access.</li> <li>• Manual errors in reconciliation can lead to misstatements</li> <li>• If review processes are rushed, errors may go undetected.</li> <li>• Poor document management may lead to loss or misplacement of important records</li> </ul>	
--	--	---	---	--

		<p>correctness and alignment with trial balances and supporting schedules.</p> <ul style="list-style-type: none"> <li>• <b>Management Approval:</b> Senior management, including the CFO and Accounting Officer, review and sign off.</li> </ul> <p><b><u>Submission to Auditor General and Treasury</u></b></p> <ul style="list-style-type: none"> <li>• <b>Interim Financial Statements (IFS):</b> <ul style="list-style-type: none"> <li>○ Usually submitted a month after the end of the quarter.</li> </ul> </li> <li>• <b>Annual Financial Statements (AFS):</b> <ul style="list-style-type: none"> <li>○ Submitted by 31 May to Auditor General and Provincial Treasury</li> </ul> </li> </ul> <p><b><u>Audit and Publication of audit report</u></b></p> <ul style="list-style-type: none"> <li>• Submitted statements are audited by the Auditor-General (AGSA).</li> </ul>		
--	--	--	--	--

		<ul style="list-style-type: none"> <li>Final audited AFS are included in annual reports for public accountability and published for public access.</li> </ul> <p><b><u>Document Management</u></b></p> <p>All supporting documents, reconciliations, and drafts are securely archived for audit trails and future reference.</p>		
Claims and other financial obligations are paid within 30 days	Departmental officials	<p><b><u>Service Rendering &amp; confirmation by the end-user</u></b></p> <p>The official renders the service by travelling for official purposes based their monthly work plans.</p> <p><b><u>Submission of claims</u></b></p> <p>Departmental official submit their claim to the salaries office.</p>	<p><b><u>Advantages</u></b></p> <ul style="list-style-type: none"> <li>Provides a clear basis for justifying claims submitted.</li> <li>Centralized process helps manage and track all travel-related claims, helps ensure compliance with travel and subsistence policies</li> <li>Delegated approvals promote efficiency and accountability in claim processing.</li> </ul>	Payments are processed through electronic funds transfer (EFT).

<p>Declaration of tax to South African Revenue Services</p>	<p>South African Revenue Services</p>	<p><b><u>Claims Review &amp; Approval</u></b>  Claims are approved by delegated official prior submission to the salaries section. Salaries official verifies and confirms that the completeness and correctness of the claims.</p> <p><b><u>Payment Processing</u></b>  Claims are captured, approved and authorised by delegated officials.</p> <p><b><u>Record Keeping &amp; Confirmation</u></b>  Salaries unit keep records of the transaction and files the the documentation for audit and compliance purposes.</p>	<ul style="list-style-type: none"> <li>• Securely stored records provide proof of transactions and approvals</li> <li>• Paying all valid claims invoices within 30 days. Ensure compliance with PFMA and Treasury Regulation</li> </ul> <p><b><u>Disadvantages</u></b></p> <ul style="list-style-type: none"> <li>• Delays in submission can cause backlogs and late payments.</li> <li>• Incomplete or incorrect claim forms may result in rejection or processing delays.</li> </ul> <p><b><u>Advantages</u></b></p> <ul style="list-style-type: none"> <li>• Timely submission of declarations help avoids payment of penalty fees.</li> <li>• Use of PERSAL and Easy file promotes efficiency and accuracy in tax reporting</li> <li>• Monthly submissions promote routine monitoring of payroll tax obligations</li> <li>• Timely IRP5 distribution to employees supports</li> </ul>	
---	---------------------------------------	--	---	--

		<p><b><u>Monthly submission of declarations</u></b> Print PERSAL and BAS reports. Submit EMP201 declaration on or before the 07<sup>th</sup> of every month.</p> <p><b><u>Bi-annual and Annual submission of declarations</u></b> Verify EMP201 declarations submitted to SARS. Create CSV file on PERSAL. Import CSV file to Easy file. Bi-annual and Annual declarations submitted to SARS. Departmental employees receive their IRP5s for submission to SARS.</p>	<p>their personal tax filing obligations</p> <p><b><u>Disadvantages</u></b></p> <ul style="list-style-type: none"> <li>• Non submission of declarations will result in penalties charges.</li> <li>• Errors in EMP201 submissions can result in penalties or interest charges</li> </ul> <p>Technical errors in CSV file creation or Easy File import may cause submission failures</p>	
Internal Audit Assurance and Consulting services relating to effectiveness and improvement in the control environment	Management, Audit Committee, Auditor General	Internal Audit Reports	<p><b>Advantages –</b> allows for presentation and discussions with auditee.</p> <p><b>Disadvantage –</b> not paperless</p>	Paperless automated reporting process

Monitoring and evaluation of SAPS	SAPS & public	Police stations are visited and be assessed using both provincial and national monitoring tools	Identification of the functionality and effectiveness of SAPS frontline services and getting an understanding of the resources that Police Stations have and their conditions so as to inform the policy makers and the Minister of the status quo. When you go to the police station you manage to pick up things through observation over and above the report given. The disadvantage is that we don't visit the stations regularly and as districts after submitting the reports to the provincial office we do not get feedback on the improvement plans that need the provincial of Head office involvement	More personnel that can be able to do semesterly assessments on each station
Stakeholder mobilization	SAPS & public	Accountability engagements and awareness campaigns are conducted in the communities to get the buy in of community members in the fight against crime.	Bringing services closer to the people. Enhancement of community police relations People not using the information shared with them to improve the status of the community Lack of buy-in of other stakeholders to our activities	This one is still the wright one

		Other stakeholders that are rendering services within the district that are mandated to address challenges that are encountered in the communities that are seen to be contributors to crime get roped in in the engagements		
Human resource management	Government, officials and public	Ensure that HR related policies are adhered to in the district.	Officials are always encouraged to adhere to policies The fact that other services related to HRM are centralised in the department deems the district ineffective in implementing other HRM related matters	Decentralisation of functions
Finance management	Government, officials and public	Ensure the adherence to the PFMA within the district	Officials are always encouraged to adhere to policies The fact that other services related to PFMA are centralised in the department deems the district ineffective in implementing other PFMA related matters	Decentralisation of functions
Asset management	Government, officials and public	Ensure the adherence to the Departmental asset management policy within the district	Officials are always encouraged to adhere to policies The fact that other services related to asset management policies are centralised in the department deems the district ineffective in implementing asset management related matters	Decentralisation of functions

Strategic planning	Government, officials and public	Develop district operational and annual performance plans that inform the provincial ones	We are given space to plan for our services based on our community needs and capabilities. In most cases we draft the plans way before we are even aware of the budget	Decentralisation of functions
Reporting and record keeping	Government, officials and public	Compile reports and develop POE files of the programmes conducted in the district	Information storage and sharing	Having an IT system that can be used to store the information

#### 4. STAKEHOLDERS

The department has the following relevant and strategic stakeholders, which contribute to the achievement of its outcomes.

- CPF
- Street and Village Committees
- NGO's
- NPO's
- FBO's
- Municipalities
- All Government departments
- Traditional leaders
- Criminal Justice system
- Institutions of higher learning

#### 5. RISK MANAGEMENT AND MITIGATING FACTORS

Outcomes	Key Risk	Risk Mitigation
Improved departmental performance	Inaccurate performance and financial information leading to adverse audit findings	Strengthen the departmental internal control environment

	Business interruptions / discontinuation by natural disaster	Develop Disaster Management Plan
	Outdated ICT server Infrastructure	Continuous sourcing of funding from Provincial Treasury
Increased levels of compliance by the SAPS and metro Police	Inadequate marketing of the mandate of the department	Develop Business case (plan) Review of resource allocation
	Limited multi-stakeholder collaboration	Engage wider range of potential partners and develop new partnership
	Limited research utilisation to support oversight and building safercommunities	Develop and roll out research implementation plan
Increased social cohesion and safercommunities	Pandemic which might impact negatively on engaging with members of the community	SHERQ Committee meeting to address the Covid-19 challenges
	Minimal participation by members of the community in the fight against crime	Build stronger relations with the traditional leadership  Engage members of the community, especially the Youth bracket through the departmental Youth Desk (organising Sports and or Music against crime that will bring together the youth)  Strengthening Social Networks (WhatsApp) and institutionalising community fora (CSF, CPF, Street and Village Committees, Neighborhood watches)

		Capacity building for community safety structures
	Silo- approach to the threats facing communities	Establish partnerships with departments, institutions of higher learning, NGOs and municipalities

**OFFICIAL SIGN OFF**

The contents of this integrated Service Delivery Model were discussed and endorsed by the Management of the Department. This document is aligned to the Public Service Co-ordinating Bargaining Council (PSCBC) Resolution 1 of 2019 and PSCBC Resolution 7 of 2002.

**Submitted by:**

  
\_\_\_\_\_

**Ms. N. Mahonga**

**Acting Chief Director: Corporate Services**

30/06/2025  
Date

**RECOMMENDED BY:**

I Phiso Frank MIBAMBO as the Head of Department of Community Safety hereby makes this recommendation to the Executive Authority that:

I have read and applied my mind to the contents of this document. I hereby recommend the approval of the Integrated Service Delivery Model of 2025.

  
\_\_\_\_\_

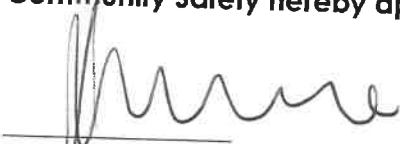
**Mr. P.F. Mbambo**

**Head of Department**

03/07/2025  
Date

**APPROVED BY:**

I Xoleko NQATHA as the Executive Authority of the Ministry of Transport and Community Safety hereby approves the Integrated Service Delivery Model of 2025.

  
\_\_\_\_\_

**Mr. X. Nqatha**

**Hon. Member of Executive**

11/07/2025  
Date