



# STRATEGIC PLAN 2020 - 2025



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

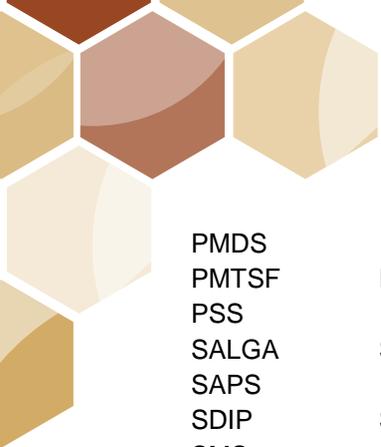


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## Acronyms

ANC	African National Congress
AGSA	Auditor General of South Africa
APP	Annul Performance Plan
AOP	Annual Operational Plan
AR	Annual Report
BCMM	Buffalo City Metropolitan Municipality
COGTA	Cooperative Governance and Traditional Affairs
CPF	Community Police Forum
CSC	Community Service Centre
CSF	Community Safety Fora
CWB	Court Watching Brief
CSP	Civilian Secretariat for Police
CSPS	Civilian Secretariat for Police Service
DCS	Department of Correctional Services
CSCP	Client Service Centre Points
DPSA	Department of Public Service and Administration
DPME	Department of Monitoring and Evaluation
DRDAR	Department of Rural Development and Agrarian Reform
DSRAC	Department of Sport, Recreation, Arts and Culture
DSL	Department of Safety and Liaison
DVA	Domestic Violence Act 116 of 1998
EA	Executive Authority
EHW	Employee Health and Wellness
ECSECC	Eastern Cape Socio Economic Consultative Council
FBO	Faith Based Organisations
GIZ	German International Cooperation
GBV	Gender-based Violence
HoD	Head of Department
HR	Human Resource
HRD	Human Resource Development
ICT	Information Communication Technology
IPID	Independent Police Investigative Directorate
JCPS	Justice Crime Prevention and Security Cluster
LED	Local Economic Development
M&E	Monitoring and Evaluation
MEC	Member of the Executive Council
MOU	Memorandum of Understanding
MPSA	Minister of Public Service and Administration
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NGO	Non-Governmental Organization
NMT	National Monitoring Tool
NMIR	National Minimum Information Requirement
NPA	National Prosecuting Authority
OTP	Office of the Premier
PDP	Provincial Development Plan
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PFMA	Public Finance Management Act



PMDS	Performance Management and Development System
PMTSF	Provincial Medium Term Strategic Framework
PSS	Provincial Safety Strategy
SALGA	South African Local Government Association
SAPS	South African Police Service
SDIP	Service Delivery Improvement Plan
SMS	Senior Management Service
SP	Strategic Plan
SPU	Special Programmes Unit
SWOT	Strengths, Weaknesses, Opportunities and Threats
TID	Technical Indicator
WILS	Work Integrated Learnership

## Executive Authority Statement

**Honourable MEC: Ms W Tikana-Gxothiwe**



As we strive to transcend from the 5<sup>th</sup> Administration challenges to the 6<sup>th</sup> Administration, we have developed a new strategy in order to sharpen the oversight role that the department will play over the South African Police Service (SAPS) for the next five years, for a more visible impact to the lives of our citizens.

Accordingly, the Department of Safety and Liaison convened its five year (2020/25) Strategic Planning session in East London from the 01 to 05 October 2019. The Member of the Executive Council (MEC) Weziwe Tikana - Gxothiwe, gave a political directive in line with the Governing Party's electoral mandate and ordered that:

The name of the department will be changed to Community Safety as per the public pronouncements of the Premier of the Eastern Cape Province. In tandem with this directive, the Department of Safety and Liaison shall continue to enjoy the unwavering support of the Premier and his Office as it criss-crosses the new path.

The Premier further directed that, the Justice Crime Prevention and Security Cluster be resuscitated as a standalone cluster for a more effective integrated approach to service delivery. Accordingly, the Justice Crime Prevention and Security (JCPS) Cluster will be brought back to life again for proper and effective integration of programmes.

The departmental targets will be aligned with the allocated budget at its disposal, but we shall overstretch our capability to monitor all the 197 police stations in the Eastern Cape Province, shortly to be 198 police stations. The Frontline Service Delivery Points (FSDP) at the Kingdoms will also be monitored to assess their effectiveness. The remaining FSD Point at Qaukeni Kingdom shall be launched during the term of this administration.

Campus and school safety programmes will be rolled out to intensify the fight against crime in all centres of teaching and learning including Institutions of Higher Learning.

The formation of strategic partnerships with Traditional Leaders, Faith Based Organisations (FBO) and other NGOs will be prioritised for them to adequately respond to the fight against crime. We shall leverage on solid partnerships with organisations like Masimanyane. As part of overseeing the SAPS, the Victim Support Programmes (VSP) will be strengthened and be aggressively implemented during this term. We commit to support the local government for the functionality of Community Safety Forums (CSFs) and Community Police Forums (CPFs) in the fight against crime in all communities across the province, in order to ensure an effective sector policing.

In the same context of solid partnerships, mutual collaboration and cooperation against crime, we shall strengthen our relation with South African Local Government Association (SALGA), Municipalities, Department of Corporative Governance and Traditional Affairs (COGTA) and all other key relevant stakeholders such as the Department of Correctional Services (DCS). We shall also, when necessary, enter into agreements on the tasks to be carried out by each stakeholder, in the fight against crime.

The Social Transformation Cluster shall be strengthened as a boiling point for an integrated planning and execution.

A Communication Strategy with a clear single message will be developed to profile the milestones and achievements of the department.

With the new additional mandate called the Court Watching Brief (CWB), the department will prioritise Gender-Based Violence (GBV) cases as a starting point. This prioritisation is also responsive to Premier's decision to establish the GBV and Femicide rapid response team for which the MEC is a member. This mandate seeks to provide information on and reasons for the withdrawal, dismissal and striking off the court-roll of criminal cases. This will greatly assist in ensuring that serious cases are placed back on the court roll and concluded accordingly.

This initiative will allow effective oversight over the police's role in ensuring court-ready case dockets are handled properly, but most importantly, this will result in the identification of systemic problems to be addressed by the Provincial SAPS management, the National Prosecuting Authority (NPA) and other relevant bodies. Through the CWB programme, the department will also assist the National Prosecuting Authority (NPA) with the drafting of a victim impact statement.

One of the key challenges is the absence of the DNA testing laboratory in the province. In this regard, the department will oversee that a Provincial DNA testing laboratory is established. Work is at an advanced stage to secure a site and other related logistics. Once this is done, the speed of finalising criminal cases shall be improved as we will no longer rely on Western Cape and KZN provinces for this critical service.

We shall also develop an exclusive province specific monitoring tool to monitor and assess the effectiveness of Metro police service. We shall accommodate applications for the establishment of Metro police in other areas of the province, where applicable.

Research, census results and data analysis will greatly assist in elevating the oversight role of the department over SAPS and Metro police service.

During the 6<sup>th</sup> democratic administration, the governing party, the African National Congress (ANC) has recommitted itself to the realisation of a vision where all citizens are and feel safe.

This enormous task, will require that we strategically position our department right at the centre of an integrated socio-economic development drive of the province. For this reason, we shall ensure that a dynamic leadership which is collective in nature, character and style, is at the helm of this renewal process.

In line with Chapter 4 (17) of the Civilian Secretariat Act for Police Service Act 2 of 2011, the department will initiate a process to establish the Provincial Secretariat for Police Service as required by the Act.

Congruent with that, we ought to have an adequate human resource capacity at the coalface of service delivery to effectively deliver on the mandate of the department. The roll out of Social Crime Awareness Campaigns and Policing Accountability Engagement Programmes are but a few of the activities that will be carried out.

The citizens of the Eastern Cape Province should become development champions and agents of change of the anti-crime and community safety efforts. The staff members of the department should be highly motivated to support the noble cause of the department and become communication conduits wherever they are. Our strategy should serve as the roadmap towards the implementation of the political mandate of the governing party.

**“Working Together We Can Build Safer Eastern Cape”**



**Honorable Weziwe Tikana – Gxothwe**  
Member of the Executive Council for the  
Department of Safety and Liaison

## Accounting Officer's Statement



We enter the 6<sup>th</sup> Administration on the solid foundation laid by the 5<sup>th</sup> Administration with renewed vigour and energy. The concerted efforts made by all our staff and the policy directive by the Member of the Executive Council (MEC) to position the department at the pinnacle of the provincial service delivery machinery is much appreciated. We must draw strength and inspiration from a myriad of positive lessons learnt in the last term, and re-direct our energies and focus towards the accomplishment of the strategic goals set by the new administration.

Emerging from the Strategic Planning Session, the department has prioritized the advancement of Sections 206 and 208 of the Constitution that will give impetus to the provincial government to vigorously monitor police conduct, oversee police efficiency and effectiveness, promote community police relations and assess the effectiveness of visible policing.

In carrying out this huge task of our provincial government, the department will over the Medium Term Strategic Framework (MTSF) period implement the political directives of the governing party. The alignment of departmental strategic goals with sector indicators and the outcomes of best practices benchmarking processes will be prioritized.

In pursuit of the aspirations and interests of the people of the province, the department will work in close collaboration with the Office of the Premier (OTP) to strengthen its coordination capacity in order to accelerate the review and implementation of the Provincial Safety Strategy (PSS) and the White Paper on Safety and Security.

Our unwavering commitment to achieving the outcomes of the National and Provincial Development Plans, as well as the implementation of the Provincial Programme of Action, must ensure timeous execution of Executive Council Resolutions, and the tracking of House Resolutions for an improved service delivery.

Monitoring the implementation of the Rural Safety and Anti-Gang Strategies by the South African Police Service (SAPS) and participation in the review of the Correctional Service Anti-Gang Framework to strengthen departmental in-depth knowledge of anti-gang activities and policy formulation is very important this term.

The department will also develop an oversight plan to improve the functionality of the Community Police Fora (CPF). In addition, it will vigorously continue to advocate for the establishment and functionality of Community Safety Fora (CSF) and the development of Municipal Safety Plans and ultimately their integration into the Integrated Development Plans (IDPs).

In line with Chapter 4 (17) of the Civilian Secretariat Act for Police Service Act 2 of 2011, the department will initiate a process to establish the Provincial Secretariat for Police Service as required by the Act.

This will serve to formalize the civilian oversight role over the South African Police Service in the Eastern Cape Province.

In the next five years, the department will prioritise the following key performance areas:

- Strengthening of our oversight function over the SAPS and other law enforcement agencies;
- Expand our oversight to include the Metro Police;
- Re-branding and marketing of the department including its mandate;
- Establishment of Provincial Oversight Committee;
- Input into review the Monitoring Tools (MT) to meet the objectives of the Civilian Secretariat for Police Service (CSPS);
- Re-establishment of the JCPS to strengthen collaboration and cooperation;
- Introduction and rollout of the Court Watching Brief (CWB);
- Docket analysis and oversight of priority cases;
- Implementation of Research Findings;
- Alignment of Sector Indicators;
- Formalization of Strategic Partnerships;
- Review of Provincial Safety Strategy and
- Review of the Service Delivery Model (SDM) to guide the development and approval of the new organisational structure.

In addition to the establishment of the Provincial Secretariat, we shall for the next five years, intensify community-based ward crime awareness campaigns. We shall vigorously engage with the local sphere of government to ensure the development of by-laws with which to regulate liquor outlets, trade in counterfeit goods and many more. Where necessary, we shall enter into agreements with relevant stakeholders such as Correctional Services, SALGA, COGTA, Social Development, Education and others.

We will be supporting all noble initiatives that seek to mobilise the broadest section of our society against GBV, and violence against children and women. This include such activities as “Men’s Indaba”.

The departmental staff will be trained on all relevant areas of capacity building relative to the task at hand. Our human and financial resources capacity will be our primary focus for increased performance of the department. We shall ensure that we are properly equipped to give effect to the dictates of the Constitution and the Civilian Secretariat Act.

We will build on the good audit results of the last five years to uphold this good performance and achieve more. As a department, we shall lead by example in ensuring that we have no fruitless, wasteful, unauthorised and irregular expenditure.

Based on the improved oversight over the SAPS, we shall improve our capacity to advise the MEC on policing policy matters in the province. In this regard, we shall improve our reporting from quantity to quality. We will continuously evaluate and assess the impact of the tasks we are carrying out and provide a relevant narrative.

The department will maintain its cordial relations with the Government of the State of Lower Saxony in the Federal Republic of Germany. In this regard, the partnership and cooperation in specific areas will be strengthened.



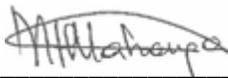
**Mr Zukile Kani**

Acting Head of Department and Accounting Officer  
Department of Safety and Liaison

## Official Sign-off

It is hereby certified that this draft Strategic Plan:

- Was developed by management of the Department of Safety and Liaison under the guidance of the MEC for Safety and Liaison in the Eastern Cape, Honourable W. Tikana – Gxothiwe, MPL.
- Takes into account all the relevant policies, legislation and other mandates for which the department for Safety and Liaison is responsible.
- Accurately reflects the impact and outcomes which the Department of Safety and Liaison will endeavour to achieve over the five-year period (2020 – 2025).



**Ms Nomfundo Mahonga**  
Acting Chief Director Corporate Services



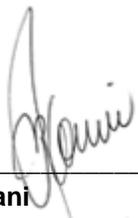
**Ms Pumla Nqakula**  
Chief Director Community Safety



**Ms Nwabisa Libala**  
Chief Financial Officer



**Mr Archie Ralo**  
Director Strategic Management



**Mr Zukile Kani**  
Acting Head of Department and Accounting Officer

Approved by:

Signature: 

**Honourable Weziwe Tikana - Gxothiwe**  
Executive Authority

# PART A

## OUR MANDATE



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

# PART A: Our Mandate

## 1. Constitutional Mandate

The Civilian Secretariat for Police Service (CSPS) derives its mandate Constitution of the Republic of South Africa, 1996. Sections 208 and 206 (3) of the Constitution requires that a Civilian Secretariat for the Police Service must be established by National Legislation to function under the direction of the Cabinet member responsible for policing. The CSPS also takes into cognisance section 206 of the Constitution, which entitles the Provincial Executive to perform certain function that relate to policing. It further provides that the Minister of Police must determine national policing policy after consulting the provincial governments and taking into account the policing needs and priorities of the provinces as determined by the provincial executives.

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

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

- Monitor police conduct;
- To oversee the effectiveness and efficiency of the police service, including receiving reports on the police service;
- To promote good relations between the police and the community;
- To assess the effectiveness of visible policing;
- To liaise with the Cabined member responsible for policing with respect to crime and policing in the province.

## 2. Legislative and policy mandates

### 2.1. 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
- Treasury Regulations
- 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
- Occupational Health and Safety Act 85 of 1993
- Labour Relations Act 66 of 1995

Chapter 2(6) of the Civilian Secretariat for Police Service Act 2 of 2011 defines the functions of the Civilian Secretariat whilst Chapter 4 (17) provides the following for the Provincial Secretariat:

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

## 2.2. Policy Mandates

The Department of Safety and Liaison is further guided by the following:

- National Development Plan (NDP) Vision 2030
- 2019 – 2024 Medium Term Strategic Framework
- 2016 White Paper on Safety and Security
- 2016 White Paper on Policing
- Policy on Community Safety Forums
- Policy Framework on Establishing an Integrated Model of Policing: Single Police Service
- Policy on Reducing Barriers to the Reporting on Sexual Offences and Domestic Violence
- NDP Five-Year Implementation Plan
- Provincial Development Plan Vision 2030 (PDP)
- 2019 – 2024 Provincial Medium Term Strategic Framework (PMTSF)
- Budget Prioritisation Framework
- Provincial Safety Strategy
- Draft Framework on Campus Safety
- Eastern Cape Local Development Strategy

## 3. Institutional Policies and Strategies over the five-year planning period

The key policies and selected strategies for the department for the next five year planning period are as follows:

### 3.1. 2016 White Paper on Safety and Security

The 2016 White Paper on Safety and Security (WPSS) aims to provide an over-arching policy for safety, crime and violence prevention, and proposes a ‘whole of government and a whole of society’ approach to addressing crime and violence.

### 3.2. 2016 White Paper on Policing

The 2016 White Paper on Policing (WPP) is focused on the core areas of policing and law enforcement aimed at reducing crime and building safer communities, as called for by the National Development Plan (NDP). The White Paper calls for an accountable, professional, competent and highly skilled police service that delivers high quality services while maintaining high standard of professional conduct and discipline, and that exhibits exemplary leadership and management.

### **3.3. Community Policing Policy**

The purpose of the Community Policing Policy is to support the enhancement of a collaborative partnership based on a local level policing and problem solving approach, with the aim of gaining the trust of the community and to promote community participation in the fight against crime.

### **3.4. Oversight Monitoring and Evaluation Framework**

The Police Oversight Monitoring and Evaluation Framework outlines how oversight monitoring and evaluation is to be carried out by the Civilian Secretariat and Provincial Secretariats, including the roles of key stakeholders. It provides a common understanding of the most important monitoring and evaluation (M&E) principles, concepts and elements across the diverse range of role players in the field of police oversight in South Africa.

### **3.5. Knowledge Management Strategy**

The Knowledge Management Strategy aims to facilitate the organisation and structuring of information and knowledge in the department, to ensure easy retrieval of information and proper documentation practices, and to foster a culture of learning and knowledge sharing. The purpose is to support evidence based decision making by the department.

### **3.6. Communication Strategy and Plan**

The department is in the process of developing a Communication Strategy for the 6<sup>th</sup> administration. The strategy is key in ensuring efficient and effective communication that will strengthen engagements with stakeholders and lead to the fulfilment of the mandate of the department. The Strategy will be implemented through a Communication Action Plan.

### **3.7. Human Resource Strategy**

The Human Resource Strategy has been developed and is being implemented to ensure that the staffing needs of the department are met. The strategy highlights key areas such as recruitment, selection, retention, employee health and wellness, employment equity, labour relation, ICT, human resource development, amongst others. The department will continue to increase efforts to implement the strategy. This strategy will be reviewed and be aligned with this five year plan.

## **4. Relevant Court Rulings**

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

# PART B

## OUR STRATEGIC FOCUS



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

## Part B: Our Strategic Focus

### 1. Vision

Safer Eastern Cape with reliable, accountable and effective policing.

### 2. Mission

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

### 3. 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.

- **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, professionalism 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.

## 4. 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 and PESTEL tools of analysis.

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

- Resource management
- Oversight over police service
- Research, Monitoring and Evaluation
- Community Mobilisation – Enhancement of Community structures against crime
- Forging partnerships against crime

The above areas of focus are defined in terms of section 17 of the Civilian Secretariat Act, 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 is 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 safe 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 197 of which 82% is situated in the rural areas.
- Currently the province has been allocated 15 624 police officers however the actual appointments stand at 14 385 thus having a shortfall of 1 239 officers
- The administrative support allocated to the Provincial Police is 4 314 but actual appointments are 3 834 another shortfall of 480 administrative officers.

The above reality has exposed the following high-volume crime hotspots in the province, which are also the Premier's priority economic hubs.



(Source: SAPS Crime stats 2018/19)

- 65.77% of crime committed in the province is accounted for by both Metropolitans as well as the Rural OR Tambo District Municipality, as depicted in the map above.

The table below shows the overview of crimes over the last three financial years, in comparison.

CRIME CATEGORY	2016/17	2017/18	2018/19	Case Diff	% Change
Murder	3'628	3'815	3'965	150	3,9
Sexual offences	8'050	8'094	8'731	637	7,9
Attempted murder	2'110	2'232	2'305	73	3,3
Assault GBH	23'241	23'133	24'125	992	4,3
Common Assault	11'100	11'171	11'943	772	6,9
Common Robbery	3'707	3'463	3'769	306	8,8
Aggravated robbery	13'688	13'485	13'578	93	0,7
<b>Total contact crimes</b>	<b>65'524</b>	<b>65'393</b>	<b>68'416</b>	<b>3'023</b>	<b>4,6</b>

(Source: SAPS Crime stats 2018/19)

- Considering the above table, it is clear that crime is on the rise in the province, with an alarming increase in the sexual offences and common robbery.

Crime against women and children is highly disturbing. The facts are as follows:

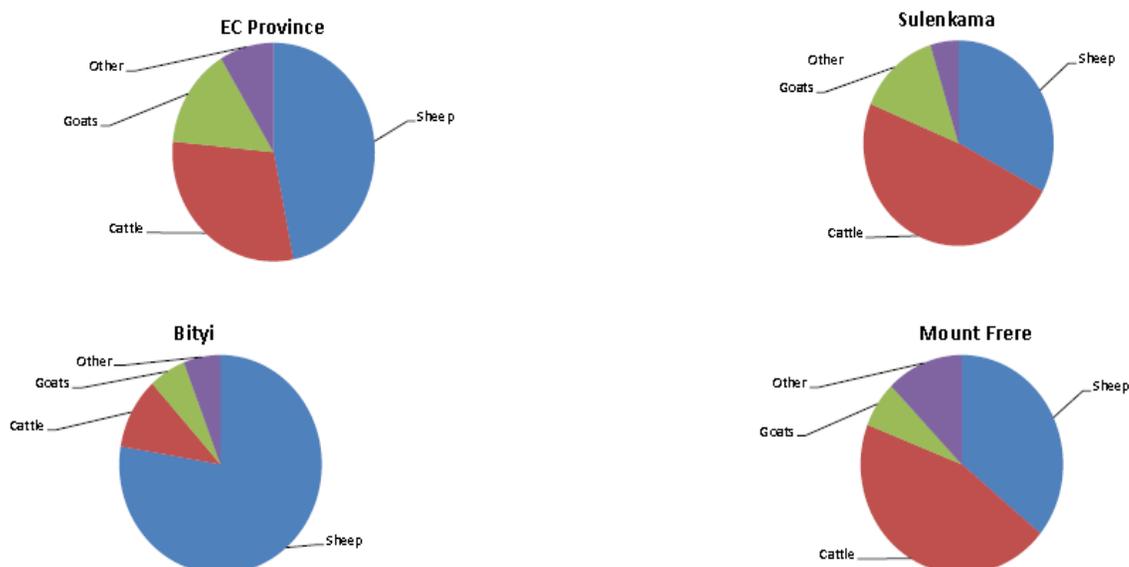
- Lusikisiki has recorded more rapes than any other station in the Province and depicts an increasing trend.
- Most rape victims in both Lusikisiki and Libode are children.
- Most rapes occurred indoors, in the victims' residence.
- Most perpetrators are known to the victims of rape (acquaintances, friends or family members).

Property related crime has also taken its significant share of the increase in crime in the province.

CRIME CATEGORY	2017/18	2018/19	Counts Difference	% Change
Burglary at non-residential premises	7 446	7 691	245	3.3%
Burglary at residential premises	23 758	23 393	-365	-1.5%
Theft of motor vehicle and motorcycle	2 443	2 348	-59	-2.4%
Theft out of / from motor vehicle	11 649	11 671	22	0.2%
Stock-theft	6 217	6 736	519	8.3%
<b>Total</b>	<b>51 513</b>	<b>51 875</b>	<b>362</b>	<b>0.7%</b>

(Source: SAPS Crime stats 2018/19)

Burglary and stock theft are also on the rise and reflect within the top 30 at National Level.



(Source: SAPS Crime stats 2018/19)

Our people in the eastern part of the province, are unable to enjoy their hard-earned 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 next five years 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 be making.

### Sexual Crime

CRIME CATEGORY	2016/17	2017/18	2018/19	Case Diff	% Change
Rape	6'836	6'821	7'305	484	7,1
Sexual assault	753	805	890	85	10,6
Attempted Sexual assault	301	318	388	70	22
Contact sexual Offences	160	150	148	-2	-1,3
<b>Total contact crimes</b>	<b>8'050</b>	<b>8'094</b>	<b>8'731</b>	<b>637</b>	<b>7,9</b>

(Source: SAPS Crime stats 2018/19)

Given the statistics above, the demand for the creation of a fully functional provincial civilian secretariat to discharge functions outlined in both section 6 and 17 of the Civilian Secretariat for Police Service Act and in advancement of the section 206 (3) and section 208 of the Constitution of the Republic of South Africa 1996, is long overdue and requires an immediate intervention by the provincial government to allocate requisite resources to ensure that the secretariat is able to posture well a professional and accountable police service.

On the basis of the above reality, the Nelson Mandela Bay Municipality, Buffalo City Metropolitan Municipality and the OR Tambo District Municipality, are key geographic areas for the department.

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. Given the information on the table above, 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 myriad of challenges with regard to delivering on its legislated mandate, some of which are part of the issues to be resolved during the next five-year period, such as:

- Human Resource Management.
- Research capacity to track our own data and make proper analysis and create capacity at operational level of the department and the districts.
- Monitoring and Evaluation to redesign and automate the monitoring tools.
- Community hotline to report police misconduct and receive feedback.
- Partnership 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**

SAPS is the primary client of the Department in relation to executing its oversight mandate over the police service and is expected to fully implement all recommendation arising from the departmental oversight findings and recommendations. 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 Policing Fora (CPF)**

The CPF is 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 Safe Eastern Cape Province. It is also a platform where communities are able to dialogue with the police and cooperate. It also play a critical role in the oversight over the police service.

- **Street and Village Committees**

Street and Village committees are designed for purposed of bringing safety issues to the doorstep of every household in the 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 community and the Moral Regeneration Movement.

- **Municipalities**

Local government is our partner and strategic stakeholder in rolling out local based and focus safety plan as envisaged in the Community Safety Policy. 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 fashion with all other government departments and entities. Departments such as, Social Development, Education, Sports, Arts and Culture and many others are playing 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 an upward surge. 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 and Justice Crime Prevention and Security Cluster (JCPS)**

Criminal Justice 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 suspect of crime are found in the Institutions of Higher Learning. During the next term, the department will consolidate the already existing partnership with these institution and roll out the Campus Safety Framework.

- **Legislature**

As an overall oversight institution over all government department and activities, the legislature is a relevant stakeholder that could assist in the strengthening of 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

High  Power  Low	↑	<ul style="list-style-type: none"> <li>• CPFs</li> <li>• Civil Society – NGOs, NPOs, FBOs</li> <li>• Traditional leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Organised Labour</li> <li>• Departmental employees</li> </ul>	
		<ul style="list-style-type: none"> <li>• Business Sector</li> <li>• PSiRA</li> </ul>	<ul style="list-style-type: none"> <li>• JCPS</li> <li>• SAPS</li> <li>• Institutions of Higher learning</li> <li>• Municipalities</li> <li>• Government departments</li> <li>• Legislature</li> </ul>	
		High	Low	Interest

▪ **Designated 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, Elderly and Persons with Disability.

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

The mainstreaming programme is aimed at putting in place mechanisms for implementing Provincial Youth Strategy, Gender Policy Guidelines; White Paper on Rights of Person 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. With regard to employment equity, the department has passed the threshold for persons with disability and is continuing to do its best to meet all the targets.

### 5. External Environment analysis

As we end this fifth administration’s political term in the history of South Africa’s democracy, we need to take stock of the past quarter century as well as the past five years. We should also dissect what all this means for the Department of Safety and Liaison (DSL) going forward into the sixth political term. The DSL is the smallest department within the provincial government and yet has one of the most important mandates. As we end the fifth term of government, 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 strategy will be the extent to which the strategy effects an improvement in the crime and safety issues facing local communities. Central therefore, 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.

### IMPORTANT DEMOGRAPHICS

DISTRICT	LOCATION OF DISTRICT	SCHOOLS	SPAZA SHOPS	LICENCED LIQUOR PREMISES
Alfred Nzo (Mt Ayliff)	Mt Ayliff	609	291	90
Amathole (King William's Town)	King William's Town	1 167	910	776
Buffalo City Metro (East London)	East London	526	643	986
Chris Hani (Queenstown)	Queenstown	942	959	890
Joe Gqabi (Aliwal North)	Aliwal North	139	291	269
Nelson Mandela Metro (Mt Road)	Mt Road	632	1756	1 348
OR Tambo (Mthatha)	Mthatha	1 345	1044	704
Sarah Baartman (Grahamstown)	Grahamstown	375	814	851
<b>TOTAL</b>		<b>5 735</b>	<b>6 708</b>	<b>5 914</b>

It is a known fact that liquor abuse is the most contributing factor to crime. The number of licenced 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. 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 districts 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 source of income and are relying on the government 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 in gangsterism. In these areas, school going children found themselves at the belly of the criminal activities associated with gangsters.

Women and the girl child remain more vulnerable to 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.

## 6. Internal Environment Analysis

The Department of Safety and Liaison is a Provincial department with its Head Office in King Williams Town. The approved organizational structure of the department has 305 posts, but, only 148 are funded. A revised organisational structure has been compiled and submitted to the Office of the Premier (OTP) for approval of the Minister of Public Service and Administration (MPSA) in line with the Department of Public Service and Administration (DPSA) guidelines. It is now awaiting approval. The proposed organisational structure accommodates funded posts, however, the ideal structure (footprint), was developed to widen the resources at district level. Furthermore, the ideal structure caters for the establishment of a BCM district office. Funding for the implementation of Civilian Secretariat for Police Act remains a challenge since 2011.

The service delivery model of the department is designed to deliver the services at the coal face (in our case the districts). The SDIP will be reviewed by September 2020 as per DPME guidelines.

There are seven (7) District Offices located at Alfred Nzo, Amathole, Cacadu, Chris Hani, Joe Gqabi, Nelson Mandela Metro and OR Tambo. The district offices oversee the Eastern Cape Provincial South African Police Service (SAPS) which consists of 197 police stations throughout the Province.

Programme	Number of Posts
The department has an approved organizational structure of three hundred and five (305) posts, of these, only one hundred and forty-eight (148) are funded with only 133 filled. Fifteen (15) posts are vacant.	
<b>Filled Posts</b>	<b>133</b>
Administration	73
Provincial Secretariat for Police Service	60

### The departmental employment equity status is as follows:

Occupational Classification	Total Number	Disability Status	Demographics
SMS Level 13-15	11	0	4 females and 7 males resulting in 36% female and 64% male representation
MMS level 11-12	23	1	9 females and 14 males resulting in 39% females and 61% male representation
Level 9-10	18	0	11 females and 7 males resulting in 61% females and 39% male representation
Level 1 – 8	81	2	55 females and 26 males resulting in 68% females and 32% male representation
<b>TOTAL</b>	<b>133</b>	<b>3</b>	<b>133</b>
Level 1-2 (Interns/temporal)	0	0	Thirteen posts for internships are already advertised. The target to fill these post within the current financial year – 2019/20
<b>Grand Total</b>			<b>133</b>

The department is addressing its equity targets utilising employment equity plan that clearly outline the Employment Equity (EE) targets. EE committee is a platform to discuss targets and strategies to meet equity targets. Currently, the department is at 2.3% on disability and according to EE plan, it should reach 7% by 2025.

The lack of funding for a fully established Provincial Civilian Secretariat, impacts negatively towards the realisation of a crime free and safe Eastern Cape. The department is unable to operate optimally and in fully capacity and delivery on its mandate.

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 and crime free and safe community.

The department ensures compliance with the B-BBEE Act 5, 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, the department considers the B-BBEE points of affected suppliers and recommends award in favour of the supplier with the highest B-BBEE point regardless of the threshold value.

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, it has five sub-programmes as Legal Services is not yet provided for in the departmental structure. This will be addressed through the revision of the current organisational structure. Its main function is to provide strategic direction, administrative support, financial, security and corporate services.

### **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 early stages of the next five years, the department will be reviewing its organisational structure 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 are. 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, this process will require a thorough review of the departmental Service Delivery Model so that we can 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 currently under way, the department is able to submit two organisational structures, first, the compliant funded structure of 148 posts as well as the footprint that will be reflective of the envisaged future organisational makeup, which is designed and positioned to be responsive to the pressing crime challenges in the province.

The corporate service sub-programme is currently investigating new methods to assist the core business of the department with clear norms and standards so that the department is able to discharge its legislative mandate effectively and efficiently.

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 risk 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 14. The demarcation of the South African Police Services into the local government districts may also assist in resolving the matters at hand.

In consideration of the 4<sup>th</sup> Industrial Revolution the department is moving towards the automation of our monitoring tools in order to cover all police station within a financial year.

The internal ICT environment will also be evaluated to be friendly to the challenges of the 4IR. In this regard, the following is the projected plan.

<b>Information Communications Technology</b>				
2020/2021	2021/2022	2022/2023	2023/2024	2024/25
Feasibility study on departmental server infrastructure	Source funds for server environment/hybrid solution and SharePoint	Implementation of hybrid solution/ server environment and SharePoint	Implementation of hybrid solution/ server environment and SharePoint	Monitoring and Evaluation

Our Communications Strategy and Plan shall be the defining feature of the next five-year path. We are going to develop our Communication Strategy and Plan. Centrally to this will be the massive branding and marketing of the programmes of the department. It is through a client friendly communication plan that our department can be positioned at the centre of socio-economic development path of the province.

## Overview of 2020/21 budget and MTEF estimates

### Summary of payments and estimates by programme

	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates			% change from 2019/20
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23	
<b>R thousand</b>										
1. Administration	49 413	47 827	50 927	54 559	57 970	57 921	62 467	62 100	67 735	7.8
2. Provincial Secretariat For Police Service	41 218	47 333	50 417	50 940	47 529	47 391	53 685	54 821	53 887	13.3
<b>Total payments and estimates</b>	<b>90 631</b>	<b>95 160</b>	<b>101 344</b>	<b>105 499</b>	<b>105 499</b>	<b>105 312</b>	<b>116 152</b>	<b>116 921</b>	<b>121 622</b>	<b>10.3</b>

### Details of payments and estimates by economic classification

	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates			% change from 2019/20
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23	
<b>R thousand</b>										
<b>Current payments</b>	<b>86 900</b>	<b>92 562</b>	<b>99 184</b>	<b>103 650</b>	<b>102 943</b>	<b>102 838</b>	<b>112 489</b>	<b>114 059</b>	<b>119 536</b>	<b>9.4</b>
Compensation of employees	65 276	69 058	70 925	79 233	77 920	77 830	83 172	88 570	92 153	6.9
Goods and services	21 624	23 504	28 259	24 417	25 023	25 008	29 317	25 489	27 383	17.2
<b>Transfers and subsidies to:</b>	<b>1 157</b>	<b>120</b>	<b>245</b>	<b>-</b>	<b>229</b>	<b>276</b>	<b>320</b>	<b>-</b>	<b>-</b>	<b>15.9</b>
Households	1 157	120	245	-	229	276	320	-	-	15.9
<b>Payments for capital assets</b>	<b>2 565</b>	<b>2 457</b>	<b>1 900</b>	<b>1 849</b>	<b>2 327</b>	<b>2 198</b>	<b>3 343</b>	<b>2 862</b>	<b>2 086</b>	<b>79.9</b>
Buildings and other fixed structures	-	-	-	-	39	39	-	-	-	(100.0)
Machinery and equipment	2 559	2 457	1 900	1 849	2 288	2 159	3 343	2 862	2 086	54.8
Software and other intangible assets	6	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>9</b>	<b>21</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>90 631</b>	<b>95 160</b>	<b>101 344</b>	<b>105 499</b>	<b>105 499</b>	<b>105 312</b>	<b>116 152</b>	<b>116 921</b>	<b>121 622</b>	<b>10.3</b>

The tables above provide a summary of payments and estimates by programme and economic classification. The department's allocation has increased from R90.631 million in 2016/17 to a revised estimate of R105.312 million in 2019/20.

The increase is attributable to the increase in funding for compensation of employees as a result of increase in the number of personnel and wage agreements.

In 2020/21, the budget is projected to increase from R105.499 million to R116.152 million and the increase is mainly caused by additional funding received from Provincial Treasury to fund the automation of monitoring and evaluation tools, implementation of Safety Patrollers Project at schools, ICT infrastructure and implementation of IT governance framework in the department and the replacement of office furniture and equipment for existing employees.

Compensation of employees increased from R65.276 million in 2016/17 to the revised estimate of R77.830 million in 2019/20. In 2020/21, the budget increases by 9.9 per cent as a result of the Improvement in Condition of Service (ICS) and reprioritisation done by the department to fund cost pressure in compensation of employees.

Goods and services increased from R21.624 million in 2016/17 to the revised estimate of R25 008 million in 2019/20. In 2020/21, the budget increased by 17.2% the increase is mainly caused by additional funding received from Provincial Treasury to fund the automation of monitoring and evaluation tools, implementation of Safety Patrollers Project at schools, ICT infrastructure and implementation of IT governance framework in the department and the replacement of office furniture and equipment for existing employees.

Payments for capital assets decreased from R2.565 million in 2016/17 to the revised estimate of R2.198 million in 2019/20.

### **Budget decisions**

A large portion of the 2020 MTEF budget is secured to sufficiently fund the compensation of employees and contractual obligations thus resulting into less funding for other service delivery imperatives. The department has implemented stringent internal controls over the limited resources to ensure achievement to a certain extent its constitutional mandate.

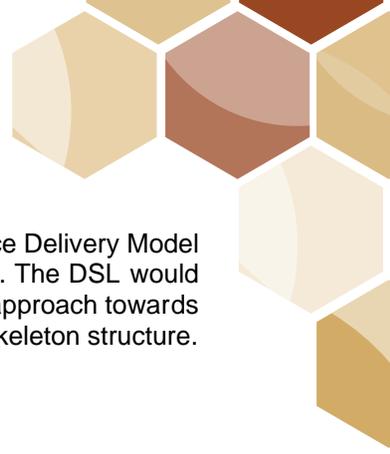
### **Key challenges**

Funding the Civilian Oversight function continues to be the challenge, although it is a mechanism that is meant to enhance democratic policing through the participation of stakeholders outside of the police service in the ongoing monitoring, investigation and review of police in terms of their performance, policies and conduct.

The expansion of departmental mandate by the National Minister of Police to include the court watch briefing program and monitoring the Private Security Industry Regulatory Authority (PSIRA) on the audit of private security companies will pose a challenge for the department due to limited resources.

The location and the size of the department's offices at head office as well as non-existence of fixed safety and security measures at all buildings poses a major risk, thus resulting in non-compliance with Occupational Health & Safety Act and other safety and security standards. The ICT infrastructure that is beyond its lifespan continues to be a challenge. Furthermore, ICT Governance Framework could not be fully implemented particularly the infrastructure for disaster recovery solutions, automated system to enhance business processes for document management and improvement of service delivery.

The department is alive to the seriousness of the challenges occasioned by the lack of funding of its desired organisational make-up. Even though it is doing the best it can, to make maximum use of the available human resources, it is however very clear that some of the target set or desired would require urgent and decisive intervention in order to realise the MTSF and PMTSF targets. The impact of the PDP cannot be felt until the safety of our communities is secured. The good programmes that are seeking to improve the socio-economic circumstance of the Eastern Cape people, will always be undermined if our safety programmes are not sufficiently funded through the approval, funding and implementation of the desired organisational structure. Most importantly, the work to be done at the coalface of service delivery through our district service delivery model requires well capacitated and funded human capital.



Government, at national level, has recently adopted and launched a District Based Service Delivery Model to which all departments, vertically and horizontally, must make a significant contribution. The DSL would struggle to be consistent in both participation and contribution to this grand initiative and approach towards integrated and impact driven service delivery, if, it continues to operation on the current skeleton structure.



# PART C

## MEASURING OUR PERFORMANCE



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

## Part C: Measuring Our Performance

### 1. Institutional Performance Information

The department has taken advantage of the newly reviewed government planning tool. Officials were trained as part of the provincial training facilitated by the Office of the Premier and the National Department of Planning and Monitoring. Post the training and participation in various planning and monitoring processes, the department had its own planning layout which would have included the following stages:

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

### 2. Impact Statement

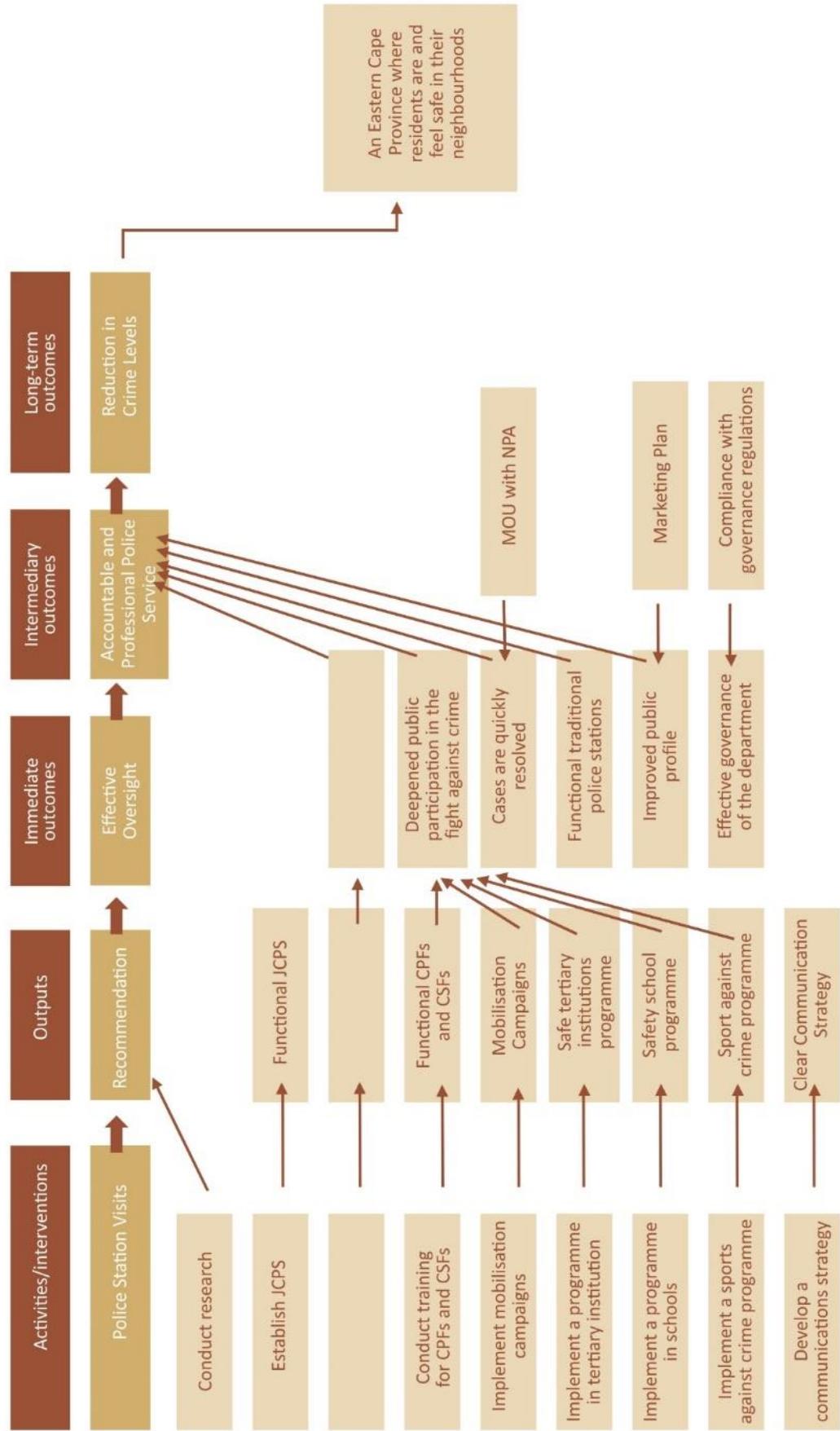
<b>Impact Statement</b>	An Eastern Cape Province where people are and feel safe.
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### 3. Measuring Outcomes

The tables below summarises the intended outcomes that are in line with the Medium-Term Strategic Framework (MTSF). The outcome indicators, baselines and targets for the next five years are also included in the tables.

MTSF priority:	Priority 6 :Social cohesion and safe communities Priority 1 :A capable, ethical and developmental state		
Outcomes	Outcome indicators	Baseline	5-year target
Improved departmental performance	1.1.1 Unqualified Audit Report	Unqualified audit opinion	Unqualified audit opinion
Increased levels of compliance by the South African Police Service (SAPS)	2.1.1 Number of recommendations implemented	New Indicator	100%

**Results Chain Model**



### 3.1 Explanation of planned performance over the five-year planning period

In 2019 the Eastern Cape Province adopted a reviewed Provincial Development Plan (PDP). One of the key objectives of PDP is the improvement of safety of the people of the Eastern Cape in line with the Medium-Term Strategic Framework (MTSF) priorities. In the next five years (2020-2025) the Department of Safety and Liaison (DSL) shall strive towards achieving an Eastern Cape Province where people are and feel safe. The results chain diagram above illustrates how the proposed outcomes will lead to the attainment of the envisaged impact.

To achieve this goal, the province must work towards the reduction of the levels of crime. Ultimately, Safer Eastern Cape can be achieved over a long-term period of time. However, in the intermediary term professionalisation and accountable police service to the people of the Eastern Cape must be achieved in line with the 2016 White Paper on Policing. In the short term the following outcomes must be achieved:

- Improved departmental performance
- Increased levels of compliance by the SAPS

The results chain also illustrates the methodology to achieve the outcomes. This five-year strategic plan will be assessed on annual basis to monitor and report on the progress of implementation.

### 4. Key risks and mitigations

Outcomes	Key Risk	Risk Mitigation
Improved departmental performance.	Inaccurate performance and financial information leading to adverse audit finding.	Strengthen the departmental internal control environment.
Increase levels of compliance by the SAPS.	Lack of effective and responsive tools to monitor the SAPS.	Customise and automate monitoring tools
	Lack of comprehensive tools to monitor implementation of recommendations by the SAPS.	Strengthen monitoring tools to include tracking and recording of implementation of recommendations.
	Inadequate cooperation by SAPS.	Establishment of the EC Provincial Oversight Committee under the authority of the HOD with clear and binding Terms of Reference (ToR).
	Limited multi-stakeholder collaboration.	Re-establishment of the JCPS Cluster. Engage wider range of potential partners and develop new partnerships.

A summary of key risks which may affect the achievement of the identified outcomes, as well as, measures to mitigate the identified risks must be included in Part B of the Strategic Plan. This information must be included in the format stipulated in the Guidelines for the Implementation of the Framework for Strategic Plans and Annual Performance Planning.

### 5. Public Entities

The department of Safety and Liaison has no public entities

# PART D

## TECHNICAL INDICATOR DESCRIPTIONS (TIDS)



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

## Part D: Technical Indicator Descriptions (TIDs)

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

Indicator title	2.2.1 Number of recommendations implemented
Definition	Recommendations derived from the legislature, research, community police relations and monitoring and evaluation will have to be implemented by the SAPS. The department would require relevant tools to track and keep record of implementation thereof.
Source of data	Recommendations implementation record
Method of calculation or assessment	Simple count
Assumptions	Adequate cooperation by the SAPS
Disaggregation of beneficiaries (where applicable)	Not applicable
Spatial transformation (where applicable)	Districts and Provincial
Desired performance	Full implementation of recommendations by SAPS
Indicator responsibility	Programme Manager

### Annexures to the Strategic Plan:

#### District Development Model

Areas of intervention (examples)	FIVE-YEAR PLANNING PERIOD					
	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project Leader	Social partners
Water						
Sanitation						
Roads						
Storm water						
Electricity						
Environmental management						

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

The department will be taking advantage of this positive development and strengthen its oversight function over the SAPS in order to ensure that all service delivery initiatives, results to communities that are and feel safe.

Accordingly, across all districts and metropolitans of the province, we shall ensure that the SAPS plays its central and critical role in combating crime from all corners of the province.

