



Province of the
EASTERN CAPE
COMMUNITY SAFETY

SERVICE
DELIVERY
IMPROVEMENT
PLAN

2020/25

Document Title

Eastern Cape Department of Community Safety
Service Delivery Improvement Plan (SDIP) 2022 - 2024

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Eastern Cape Department of Community Safety

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Distribution

SDIP Committee and DOcS staff on approval

Our Stakeholders:

- Other departments/institutions/components in Government at a National and Provincial level
- Local Government structure
- South African Police Service
- Labour Unions
- Special interest groups and pressure groups, such as Environmental Organizations, etc.
- Non-Governmental Organizations (NGOs) and Community Based Organizations (CBOs)
- Faith Based Organizations (FBOs)
- JCPS
- Traditional Leaders
- Community Leaders

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Contributors	Strategic Management, Crime Prevention, Monitoring and Evaluation, Policy and Research and Organisational Design unit
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Distribution	All levels of the organisation

PREPARATORY PROCESS

In developing the service delivery improvement plan (SDIP), the department established a task team led by Acting Chief Director – Corporate Services, inclusive of strategic management unit, organizational design unit, monitoring and evaluation unit, Research unit, crime prevention unit, communication. A service delivery improvement committee was established to deal with issues of service delivery improvement plan, service delivery model, service charter, mapping of processes and Batho Pele.

Various sessions were held and invited the Office of the Premier to provide guidance and support on the new process of developing the SDIP. Further the department presented its draft to DPSA and advice was provided to refine the services. Participation was inclusive of employees from Programme 1 and 2 at an Assistant Director, Director, District Manager and Chief Director levels.

The SDIP document is linked to the Revised Strategic Plan 2020- 2025 financial year, Annual Performance Plan and the Annual Operational Plan. It is through these documents that the key services were identified and defined.

The SDIP was drafted and submitted to all Chief Directors - Core Business and the CFO to confirm and align services to the budget. A copy was sent to internal audit for review. The final document was circulated to Chief Directors for buy-in. The document was sent to the Head of Department and the MEC for approval.

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ACRONYMS

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

OFFICIAL SIGN OFF

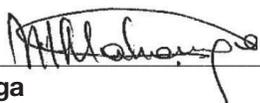
It is hereby certified that this Service Delivery Improvement Plan:

Was developed by the Management of the (Department of Community Safety) under the guidance of the (Hon. MEC Xolile Nqatha)

Was prepared in line with the current Strategic Plan (2020-2025) and the Annual Performance Plan (2023-2024) of the department of Community Safety.

Is compiled with the latest available information from departmental business units and (Annual Report, Financial Oversight and Performance Reports, Standard Operating Procedures/Business processes and Service Delivery Model).

COORDINATED BY:

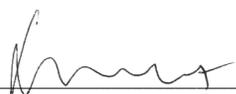
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Chief Director: Community Safety

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Ms. Nwabisa Libala
Chief Financial Officer

Signature: 
Ms. Nqwenelwa Ncede
Head Official Responsible For Planning

Signature: 
Mr. Vuyani Mapolisa
Accounting Officer

Signature: 
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Executive Authority

SERVICE DELIVERY IMPROVEMENT PLAN (SDIP) COMMITTEE MEMBERS

No.	Name and Surname	Business Unit	Contact Numbers and Email Address	Role
1.	Ms. Nomfundo Mahonga	Acting Chief Director: Corporate Services	082 556 2759 Nomfundo.mahonga@safetyec.gov.za	Chairperson
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4.	Ms Nqwenelwa Ncede	Director – Strategic Planning	071 857 5661 Nqwenelwa.ncede@safetyec.gov.za	Member
5.	Masibulele Yaso	Deputy Director: Crime Prevention	043 742 0618 Masibulele.yaso@safetyec.gov.za	Member
6.	Martin Psycholt	Director: Research	082 5201 978 Martin.psycholt@safetyec.gov.za	Member
7.	Ms. Sinazo Ndoni	Deputy Director: Monitoring and Evaluation	043 605 6229 Sinazo.ndoni@safetyec.gov.za	Member

INTRODUCTION

The Service Delivery Improvement Plan (SDIP) focuses on three (3) service areas as follows:

Service Delivery area 1: Conduct and Co-ordinate Policing Accountability Engagements

Educate Communities on administration of the criminal justice system by clarifying the different roles of the relevant stakeholders in the system.

To achieve: active communities, armed with relevant knowledge, united in action as different stakeholders in the fight against crime.

Service Delivery area 2: Empower, Facilitate, Coordinate and strengthening of partnerships in line with the Department of Community Safety Mandates and Provincial Safety Strategy. Provide capacity building Programs to CPFs through institutionalisation of the community policing policy.

To achieve: Functionality effective CPFs, running Community Based Programmes in line with the provision of the Community Policing Policy.

Service Delivery area 3: Management of complaints lodged against members of SAPS based poor Service Delivery.

To achieve: Citizen Satisfaction through effective and efficient policing.

The Department of Community Safety legal mandate and Constitutional responsibility is to monitor the performance and conduct of the South African Police Service, build community and police relationships and to facilitate social crime prevention initiatives.

This mandate has not changed since the publication of the Medium-Term Strategic Framework and the Departmental Strategic Plan for 2020-2025. A number of strategic priorities for the sector have been identified in Outcome 3 of the National Outcomes Framework. The Department's Annual Performance Plan identifies key priorities in line with the enactment of the Civilian Secretariat for Police Service Act 2 of 2011 and the Independent Police Investigative Directorate Act 1 of 2011, namely:

1. Ensuring that South African Police Service adheres to the targets outlined in terms of Outcome 3.
2. Integrating and mobilising the entire safety and security sector, towards advancing the implementation of the Provincial Safety Strategy (PSS)
3. Establishing formal relations with the Independence Police Investigative Directorate (IPID) in order to enhance complaints management systems.
4. Improving civilian oversight over policing.
5. Promoting community police relations and establish partnerships by means of coordinating the implementation of the Community Safety Forum (CSF) policy.
6. Strengthening the partnership with department of Social Development to focus on victim empowerment and enhancement of victim support centers at police stations.
7. Monitoring the implementation of Domestic Violence Act and National Instruction 7 of 1999 as well as training of SAPS officials on the Act.
8. Developing research capacity to inform policy formulation and crime prevention, particularly social crime prevention.
9. Revision of Departmental Organogram to include functions of the Provincial Secretariat for Police Service.

COMMUNICATION PLAN

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

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

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

IMPLEMENTATION, REPORTING, MONITORING AND EVALUATION PLANS

IMPLEMENTATION PLAN

KEY SERVICES AREAS	ACTIVITY	TIMELINE	BY WHO/ RESPONSIBLE PERSON
Conduct, Facilitate and Coordinate Policing Accountability Engagements	Conduct accountability engagements and public education / awareness campaigns, matters related to crime with special focus on Gender Based and Domestic Violence.	Quarterly reports	District Managers, Director: Monitoring and Evaluation.
Monitor Service Delivery Complaints received against SAPS.	Compile reports on management of service delivery complaints	Quarterly reports	District Managers, Director: Monitoring and Evaluation.
	Capacitation on their roles and responsibilities of SAPS, Justice		
Empower, Facilitate, Coordinate and strengthening of partnerships in line with the Department of Community Safety Mandates and Provincial Safety Strategy	Establish partnerships with community safety structures, municipalities and institution of higher learning	Quarterly	District Managers and Chief Director: Partnerships

REPORTING PLAN

The approved SDIP will be a source document for reporting on the implementation of the services. A quarterly and annual template will be developed and circulated to all districts, directors and chief directors to report on the work done quarterly and annually. A quarterly report will be consolidated by the co-ordinator and presented to the SDIP Committee on a quarterly basis. During the HOD oversight engagements, all programs will account on their performance and will be reported in the annual report.

KEY SERVICES AREAS	ACTIVITY	TIMELINE	BY WHO/ RESPONSIBLE PERSON
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MONITORING PLAN

The Strategic Planning Unit will develop a Monitoring and Evaluation plan that seeks to oversee the SDIP implementation and service delivery to attain the strategic objectives of the department. This plan will outline how services will be delivered based on the key service rendered to public (performance Indicators). The M&E plan will determine whether the department is doing things right to achieve its intended objectives as outlined in the Service Delivery Improvement Plan (SDIP) document. It also outlines the forms of data collection, data use and data storage to ensure that all the decisions taken are evidence-based. SDIP is monitored on a quarterly basis, through quarterly SDIP meetings and all the evidence submitted will be reviewed and signed off by the chairperson of the SDIP committee.

The evidence will be stored and kept safely at Strategic Management directorate; Subdirectorate: M&E. The Monitoring and Evaluation will be conducted based on the Results-Based Management Approach on a quarterly basis.

KEY SERVICES AREAS	ACTIVITY	TIMELINE	BY WHO/ RESPONSIBLE PERSON
Conduct, Facilitate and Coordinate Policing Accountability Engagements	Conduct accountability engagements and public education / awareness campaigns, matters related to crime with special focus on Gender Based and Domestic Violence.	Quarterly reports	District Managers, Director: Monitoring and Evaluation.
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Monitoring of the SDIP focuses primarily on the outputs, activities and inputs. This will be monitored in line with the departmental Performance Information Management Policy, Planning, Performance Management and Evaluation Procedures Manual and Standard operating procedure processes. Performance verification process is conducted on quarterly basis following the pattern/sequence described in the departmental policy framework.

EVALUATION PLAN

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

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

KEY SERVICES AREAS	ACTIVITY	TIMELINE	BY WHO/ RESPONSIBLE PERSON
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CHANGE MANAGEMENT IMPLEMENTATION PLAN

	No	Task Details	Start Date	End Date	Started (Y/N)	On Track (Y/N)	RESPONSIBLE DRIVER	
PHASES OF CHANGE	INITIATION AND ESTABLISHMENT			TOTAL NUMBER OF DELIVERY DAYS:				
	CREATING THE CLIMATE FOR CHANGE	1	Mandating of the Task Team			Y	Y	HOD
		2	Get the vision right and Executive buy –in			Y	Y	HOD
		3	Establish Key Structures and Processes			Y	Y	HOD
		4	Define Mandates, Roles and Responsibilities			Y	Y	Coordinator
		5	Induct and orientate all teams			Y	Y	Coordinator
		6	Development of terms of reference for the Team			Y	Y	Committee
		7	Development of change management strategy and communication plan			Y	Y	Committee
		8	Development of the service delivery improvement roll out plan			Y	Y	Committee
ENGAGING AND ENABLING THE ORGANISATION	CREATING COMMITMENT AND SUPPORT FOR CHANGE			TOTAL NUMBER OF DELIVERY DAYS:				
		Awareness Consultation Sessions through Roadshows with:			N			
	9	Impact Analysis			N			
	10	Define the change vision and strategy as contained and defined in the deliver ology concept document			N			
	11	Development of capacity building plan and implementation to support identified citizens		Monthly	N			
	12	Set up change portal for communication and reporting			N			
	13	Consistent, ongoing communication			N			
	14	Monitor and report on implementation			N			
	15	Consistent project status and frequent interventions			N			
	IMPLEMENTATION AND SUSTAINING CHANGE	16	Post implementation assessment: customer satisfaction survey			N		
17		Evaluation and assessment of progress and impact			N			

LEGAL MANDATE, LISTED SERVICES AND SITUATIONAL ANALYSIS

Vision

A crime free and safe Eastern Cape.

Mission

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

Values

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

1. Update to the Relevant Legislative and Policy Mandates

National and Provincial legislation	Key Responsibilities placed on the Department
Constitution of the Republic of South Africa Act, 108 of 1996	<p>Section 206 (3) entitles each province to:</p> <ul style="list-style-type: none"> • 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. <p>Section 208 Police civilian secretariat</p> <p>1. 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.</p>
Civilian Secretariat for Police Service Act, 2 of 2011 Chapter 4 (17)	<p>Provides the following for the Provincial Secretariat:</p> <ul style="list-style-type: none"> • 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 of 2011	<p>Provides for:</p> <ul style="list-style-type: none"> • Must monitor the implementation by SAPS of the recommendations made by IPID • Provide the Minister with regular reports on SAPS compliance • The Independent Complaints Directorate in the Domestic Violence Act, 1998 has been substituted by Secretariat: reporting on the implementation of the DVA, dealing with SAPS applications for exemptions.
South African Police Service Amendment Act, 10 of 2008	<p>The South African Police Amendment Act empowers the Member of the Executive Council to:</p> <ul style="list-style-type: none"> • Approve the establishment of Municipal Police Services within a municipality, • Regulating their function by setting establishment conditions, • Appoint an official as an administrator if the municipal police service has failed to comply with set conditions.
Intergovernmental Relations Framework Act, 13 of 2005	<p>Provides for cooperation and collaboration between and amongst all spheres of government, horizontal and vertically.</p>
Public Service Amendment Act, 30 of 2007	<p>The Act makes provision for the organisation and administration of the Department, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service, and related matters.</p>
Division of Revenue Act, 2 of 2013	<p>The Department receives conditional grants in terms of the Division of Revenue Act (DoRA) and is responsible for the management of these funds.</p>
Public Finance Management Act, 1 of 1999 (PFMA)	<p>The purpose of this Act is to regulate financial management in the public service and to prevent corruption, by ensuring that all governmental bodies manage their financial and other resources properly</p>
Promotion of Access to Information Act, 2 of 2000 (PAIA)	<p>The purpose of this Act is to promote transparency, accountability and effective governance by empowering and educating the public</p>
Promotion of Administrative Justice Act, 3 of 2000 (PAJA)	<p>This Act imposes a duty on the state to ensure that the administrative action is lawful, reasonable and procedurally fair</p>
Promotion of Personal Information Act, 4 of 2013 (POPI)	<p>Promotes the protection of personal information by public and private Bodies</p>
Minimum Information Security Standards of 1996 (MISS)	<p>The responsibility of grading and degrading of document classifications rests with the institution where the documents have their origin</p>
Broad-Based Black Economic Empowerment Act, 53 of 2003	<p>The purpose of the Act is to ensure compliance with the socio-economic transformation needs and guides the department in playing its role in this regard.</p>

National and Provincial legislation	Key Responsibilities placed on the Department
Employment Equity Act, 55 of 1998	Ensures that qualified people from designated groups have equal opportunities in the workplace in order to achieve a diverse work force.
The Government Gazette NO. 44416, dated 6 April 2021.	Effecting the name changed from the Department of Safety and Liaison to the Department of Community Safety
South Africa Protection of Personal Information Act, (POPIA)	Give effect to the constitutional right to privacy, by safeguarding personal information when processed by a responsible party, subject to justifiable limitations that are aimed at: "Balancing the right to privacy against other rights, particularly the right of access to information; and protecting important interests, including the free flow of information within the Republic and across international borders".
Public Service Regulations amended 2016	To provide for the organization and administration of the public service of the republic. The regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service.
Occupational Health and Safety	The purpose of the act is to provide for the health and safety of people at work or in connection with the use of plant and machinery. It further provides for the protection of people other than people at work from hazards arising out of or in connection with the activities of people at work
Skills Development Act of 1997	The Skills Development Act aim to expand the knowledge and competencies of the labour force in order to improve productivity and employment. To improve the quality of life of workers, their prospects of work and labour mobility
Skills Development Levy Act of 9 of 1999	To provide for the imposition of a skills development levy to encourage learning and development in South Africa
Labour Relations Actions of 96 of 1995	Regulates the organisations rights of trade unions and promote and facilitates collective bargaining at the workplace and at sectoral level
Basic Conditions of Employment Act of 97 Of 1997	To give effect to the right to fair labour practices referred to in Section 23 (1)of the Constitution by establishing and making provision for the regulation of basic conditions of employment and thereby to comply with the obligation of the Republic
Employment Equity Act	The law that promotes equity in the workplace, ensure that employees receive equal opportunity and employees are treated fairly by their employers
POPI ACT	To promote the protection of personal information processed by public and private bodies; To introduce certain conditions so as to establish minimum requirement for the processing of personal information. To provide for the establishment of an information regulator, to exercise certain powers and to perform certain duties and functions in terms of this act and the promotion of access to information act of 2000. To provide for the issuing of codes of conduct, and to provide rights of persons regarding unsolicited electronic communication and automated decision making; to regulate the flow of personal information across all borders of the Republic and to provide for matters connected therewith

2. Updates to Institutional Policies and Strategies

Policy/Strategy	Description
Vision – NDP 2030 “By 2030, Eastern Cape will be an enterprising and connected province where all people reach their potential”	Defines the key seven priorities of the 6th democratic administration, which are: <ul style="list-style-type: none"> • To unleash the human potential of all and realize a well- educated, healthy citizenry, living in safe and sustainable communities • The sustainable utilization of natural resources. • To strengthen democracy and work as active citizens to shape our own development and futures. • Reduce spatial disparities, facilitate rural development, and develop our high potential coastal corridor, agricultural sector and industry. • Be active participants in Africa’s transition and a global development partner of choice. • To accelerate inclusive economic growth and work to see a significant increase in youth employment. • Entrench an innovation culture in both the public and private sectors.
Provincial Development Plan (PDP 2030)	Seeks to interpret the NDP against specific challenges facing the EC province, and proposes the following six strategic goals: <ul style="list-style-type: none"> • An innovative, inclusive and growing economy • An enabling infrastructure network • An innovative and high-value agriculture and rural sector • Human development • Environmental sustainability • Capable democratic institutions
MTSF and PMTSF 2020-2025	The MTSF and PMTSF defines and elaborate the seven Priorities outlined in the Electoral Mandate: <ul style="list-style-type: none"> • A Capable, Ethical and Developmental State • Economic Transformation and Job Creation • Education, Skills and Health • Consolidating the Social Wage through Reliable and Quality Basic Services • Spatial Integration, Human Settlements and Local Government • Social Cohesion and Safe Communities • A Better Africa and World
The Provincial Safety Strategy (PSS)	Focuses on the following four outcomes: <ul style="list-style-type: none"> • Increase community participation in community safety • Prevent Violence • Prevent corruption • Strengthen the Criminal Justice System <p>Within the context of the six pillars of the Integrated Crime and Violence Prevention Strategy.</p>
National Crime Prevention Strategy, 1996 (revision)	Is a long-term program aimed at creating conditions in which the opportunity and motivation for crime will be reduced, as well as transforming the capacity of the criminal justice system (CJS) to deal with crime. <ul style="list-style-type: none"> • A four-pillar approach model • Criminal Justice Processes aims to make the CJS more efficient and effective. It must provide a sure and clear deterrent for criminals and reduce the risk of re-offending • Reducing crime through Environmental Design focuses on designing systems to reduce the opportunity for crime and increase the ease of detection and identification of criminals • Public values and education concerns initiatives aimed at changing the way communities react to crime and violence. It involves programs which utilise public education and information in facilitating meaningful citizen participation in crime prevention • Transnational crime programs aimed at improving the controls over cross border traffic related to crime and reducing the refuge which the region offers to international syndicates
White Paper on Safety and Security, 2016	The paper provides for the provinces taking responsibility for: <ul style="list-style-type: none"> • Allocating budgets for strategy, plans, roles, programmes and interventions for safety, crime and violence prevention. • Mobilizing funding and resources for safety, crime and violence prevention programmes at local level. • Providing capacity and support to local government to implement the White Paper. • Capacitating and resourcing the Provincial Directorate for Safety, Crime and Violence Prevention.
Policy on Community Safety Forums, 2016	Provides for the establishment of Community Safety Forums in municipalities.

Policy/Strategy	Description
National and Provincial Strategic Plan on GBV +Femicide	National Strategic Plan on Gender-Based Violence and Femicide aims to provide a multi-sectoral, coherent strategic policy and programming framework to strengthen a coordinated national response to the crisis of gender-based violence and femicide by the government of South Africa and the country as a whole. The strategy seeks to address the needs and challenges faced by all, especially women across age, sexual orientation, sexual and gender identities; and specific groups as elderly women, women who live with disability, migrant women and trans women, affected and impacted by the gender-based violence scourge in South Africa.
National Youth Strategy	Enables all young people to realise their maximum potential, by respecting their rights and hearing their voices, while protecting and supporting them as they transition from childhood to adulthood.
Guidelines for national and provincial departments for the preparation of an M&E framework.	The guidelines provide for the development of a monitoring and evaluation framework in all government institutions.
DoCS Oversight Strategy, 2014	Focuses on the mandate of the department and how it could be achieved.
Integrated Crime and Violence Prevention Strategy (ICVPS)	Six Pillared National Strategy on: <ul style="list-style-type: none"> • effective criminal justice system through • early intervention to prevent crime and violence, and promote safety through • victim support through • effective and integrated service delivery through • safety through environmental design through • active public and community participation through

3. Update to 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.

4. Updated Situational Analysis

4.1 External Environment Analysis

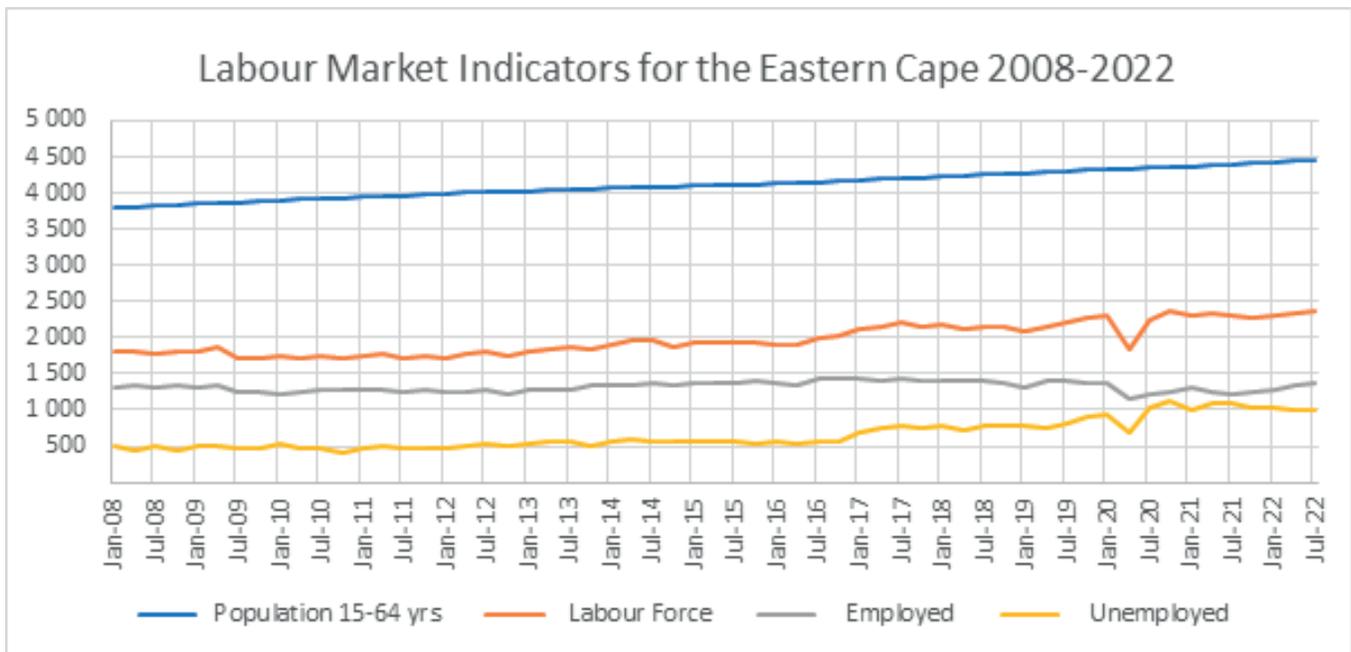
Within the context of a name change to the Department of Community Safety (DOCS) we are clearly compelled to affect a transition that can be referred to as one of a shift in “mind-set”. This suggests that we need to reimagine and rethink how we engage in policing and community safety. Part of this mind shift requires us to engage in exploring a lot more socio-economic factors in our external environment in order to understand crime, safety and vulnerability.

Population of the Eastern Cape

The Eastern Cape is home to just under 7 million people. The province is losing some 350 thousand people every year due to outmigration. This has translated in the net decline of the provincial population from some 14% of the South African population in 2002 down to 11% in 2022. Since the equitable share is based on population figures, this is a concerning trend for the Eastern Cape since it translates into a reduced fiscal transfer for a province already saddled with significant developmental, safety and vulnerability challenges. The net outmigration is also reducing the youth in the province and increasing the proportion of the elderly. Shifting demographics will also see shifting crime, safety and vulnerability profiles.

The Eastern Cape Labour Market

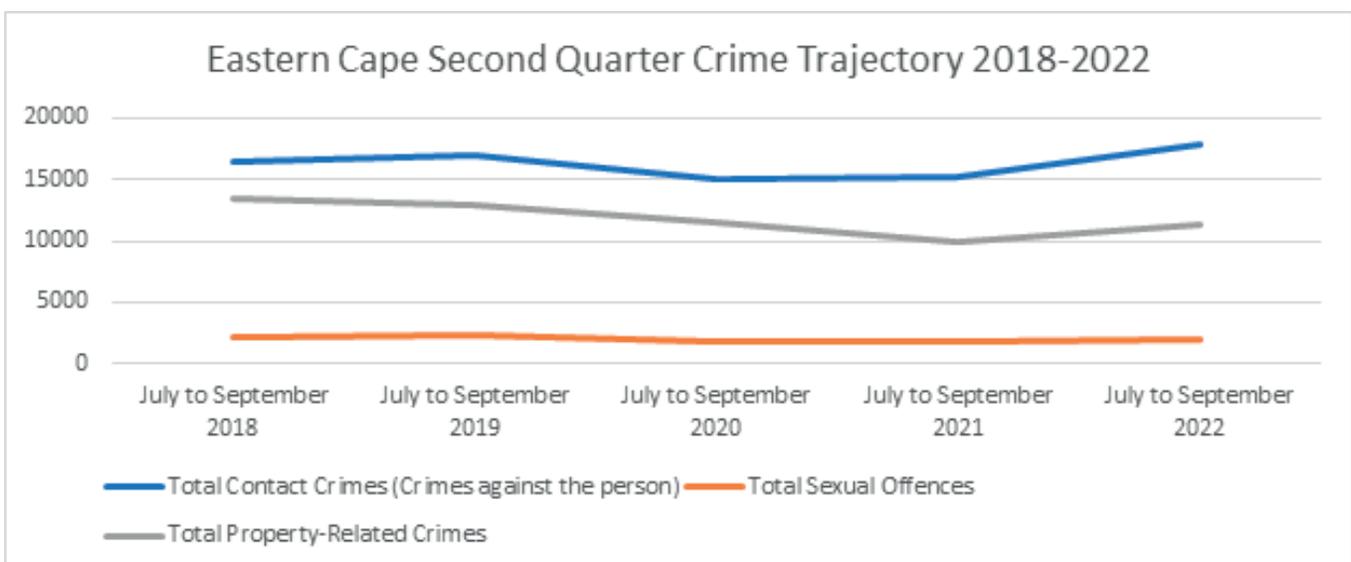
The socio-economic challenges facing the Eastern can be summarised by the trends in the graph below based on the Labour Force Survey for January 2008 to January 2022. The working age population (those aged 15-65) are growing consistently and steadily over time despite the socio-economic challenges facing the Eastern Cape. This growth is mirrored by the growth in the labour force which consistently outstrips the ability of the local economy to absorb labour. Consequently, we can see that the number of those employed is declining over time. This is further reinforced by the growing unemployment in the province.



Source: DOCS Policy and Research based on LFS data 2022.

Crime Statistics

The second quarter (July to September 2022) crime statistics released in December 2022 reveal three core trends. Contact crime, including violence and murder, despite the Covid-19 dip has accelerated to levels higher than the pre-covid19 period. This is alarming and a cause for concern. Total property related crimes have increased following the Covid-19 dip but have declined overall in comparison with the pre Covid-19 levels. Finally, total sexual offences have remained largely the same across the pre and post Covid-19 period. These are quarterly trends and would require a full year data to clearly assess. Yet the murder rate never lies and is a clear indication that society is experiencing severe and deepening stress and calls for more socio-economic interventions around household income support. The labour market in the Eastern Cape has not sufficiently recovered from the Covid-19 shock to address the unemployment crisis. At the same time the recent Consumer Price Index released for November 2021 to November 2022 shows a massive 21% increase for bread and cereals and 28% for oils and fats for this period. Both the latter food categories are essential items for poor households. With rising inflation, the value of social grants and their ability to secure vulnerable households is coming under severe pressure. These are concerning and unsustainable trends. More than ever increased social support for vulnerable households and preventative safety/crime interventions are required to assist society during this period of severe stress.



The spatial distribution of crime across the various Eastern Cape districts and metropolitan areas is a clear indication that the crime surge we are currently experiencing in the Eastern Cape is a structural phenomenon. We have seen above that contact crime (including violence and murder) in the Eastern Cape has even surpassed pre covid-19 levels. This scary trend is confirmed in the spatial distribution with contact crimes and murder, showing a significant quarter on quarter increase across all districts. Normally, increases have a greater spatial variation due to the specific localised factors driving crime. This is for an example evident in the distribution of property related crimes across districts.

The spatial trajectory of rape seems to suggest that, interventions in the metro areas and OR Tambo district are paying some dividends with these three areas falling below the provincial average of 9% increase. Still the levels are frightening and require preventative interventions.

Increases in kidnapping, carjacking and truck jacking are also on the rise.

Quarter on Quarter Change in Crime for June to September 2021/22 - 2022/23									
Eastern Cape	Eastern Cape	Alfred Nzo	Amathole	Buffalo City	Chris Hani	Joe Gqabi	Nelson Mandela Bay	OR Tambo	Sarah Baartman
17 Community Crimes	15,30%	6,50%	13,00%	14,80%	18,30%	13,50%	17,60%	12,10%	20,60%
Contact Crimes	17,60%	11,90%	21,70%	13,40%	25,90%	18,10%	14,70%	19,30%	18,70%
Murder	31,30%	17,80%	25,20%	38,80%	39,60%	9,10%	33,20%	39,70%	17,90%
Rape	8,70%	22,20%	22,00%	-7,80%	18,10%	21,30%	-12,90%	5,40%	35,80%
Kidnapping	53,10%	137,50%	0,00%	94,70%	116,70%	100,00%	33,30%	42,90%	6,30%
Trio Crimes	16,80%	-7,10%	2,40%	6,90%	40,80%	62,50%	16,30%	29,00%	5,00%
Carjacking	69,50%	100,00%	171,40%	51,00%	171,40%	600,00%	76,30%	46,90%	-40,00%
Robbery Residential	5,90%	-3,10%	10,00%	9,40%	21,40%	47,10%	-8,00%	28,00%	-17,20%
Robbery Non-Residential	-1,70%	-20,80%	-20,00%	-8,30%	31,70%	42,90%	-23,10%	20,10%	38,50%
Cash In Transit	-30,80%	-50,00%	500,00%	-100,00%	-100,00%	0,00%	-100,00%	200,00%	0,00%
Truck Jackings	20,00%	0,00%	-66,70%	0,00%	200,00%	0,00%	33,30%	-50,00%	0,00%
Theft of Motor Vehicle & Motorcycle	0,40%	5,90%	-14,60%	7,40%	38,90%	11,10%	-9,60%	7,80%	41,70%
Stock Theft	11,50%	-5,00%	20,90%	35,90%	13,60%	-15,90%	44,40%	16,50%	31,90%

Assessment of Police Performance (July to September 2022)

It is understood that arrests do not necessarily correspond with the actual incidence of crime over a specific period. However, a rough indication of arrests per crime and incidence of that crime over a certain period give us an idea of the extent to which the SAPS are effectively arresting those responsible for committing certain crimes. A rough estimate on the released crime statistics (July-September 2022) and the performance of SAPS during the same period are illustrated in the tables below.

On average, arrests were made in almost one third (29.2%) of contact crimes. The highest rates were for common assault (84%) and murder (41%). However, the rates for sexual offences seem quite low (15,5%) given the priority of GBV-F at the moment.

Contact Crimes and Arrests for the Eastern Cape July to September 2022			
	Reported Crime	Arrests	Arrest as a proportion of Crime
	#	#	%
Murder	1313	540	41,1
Sexual Offences (including rape)	2030	314	15,5
Attempted murder	642	128	19,9
Assault with the intent to inflict grievous bodily harm	5906	1127	19,1
Common assault	3564	2999	84,1
Common robbery	750	0	0,0
Robbery with aggravating circumstances	3640	110	3,0
Total Contact Crimes	17845	5218	29,2

Policy and Research Sub-Programme based on SAPS, 2022

The level of arrests is significantly less than one fifth of cases with robbery at residential premises (19%) and non-residential premises (18%) recording the highest proportion of arrests per crime reported. Truck hijacking (7%) and Carjacking (6%) are less than ten percent of reported crimes.

Some Categories of Aggravated Robbery and Arrests for the Eastern Cape July to September 2022			
	Reported Crime	Arrests	Arrest as a proportion of Crime
	#	#	%
Carjacking	566	34	6,0
Robbery at residential premises	538	102	19,0
Robbery at non-residential premises	645	116	18,0
Robbery of cash in transit	9	0	0,0
Bank robbery	1	0	0,0
Truck hijacking	42	3	7,1
Total	1801	255	14,2

Policy and Research Sub-Programme based on SAPS, 2022

Malicious damage to property (28%) and arson (19.6%) scored one fifth and more arrests of the cases reported.

Contact-Related Crimes and Arrests for the Eastern Cape July to September 2022			
	Reported Crime	Arrests	Arrest as a proportion of Crime
	#	#	%
Arson	168	33	19,6
Malicious damage to property	3294	926	28,1
Total	3462	959	27,7

Policy and Research Sub-Programme based on SAPS, 2022

The levels of arrest in property related crimes is lower than the rates for robbery. Household burglary (16.1%) and non-residential burglary (13.8%) recorded the highest number of arrests per cases reported with other categories recording 9.4% for stock theft. The number of arrests in property related crimes is cause for concern since the number of reported cases are declining. This decline does not seem to be about police effectiveness in terms of arresting and solving cases reported. The worrying implication of this trend could be that, reporting rates linked to property related crimes are declining because of the ineffectiveness of police in arresting perpetrators and solving these cases. This is a trend that needs to be monitored. Households seem to be vulnerable and effective preventative measures need to be identified and implemented.

Property-Related Crimes and Arrests for the Eastern Cape July to September 2022			
	Reported Crime	Arrests	Arrest as a proportion of Crime
	#	#	%
Burglary (Excluding Residential Premises) including attempted cases	2052	283	13,8
Burglary (Houses) including attempted cases	4831	776	16,1
Theft of motor vehicle and motorcycle	467	28	6,0
Theft out of or from motor vehicle	2308	113	4,9
Stock-theft	1707	160	9,4
Total Property Related	11365	1360	12,0

Policy and Research Sub-Programme based on SAPS, 2022

The categories below reflect police action on dispossessing illegal firearms and ammunition from society. The number of arrests linked to drug related cases are high and account for almost one fifth (19%) of total arrests. There is currently limited data available on why people are incarcerated. Evidence from 2019 suggests that some three quarters of current inmates are incarcerated for drug related cases. We need to explore the extent to which the performance systems of the Criminal Justice System is incarcerated in social welfare cases. The emphasis of the Provincial Safety Strategy is about treating drug users and dependents as in need of social welfare support. Research evidence suggests that incarceration of criminals in incarceration facilities transforms minor offenders into hardened career criminals. These trends need to be examined through rigorous research and evidence.

Crime Detected as a Result of Police Action and Arrests for the Eastern Cape July to September 2022			
	Reported Crime	Arrests	Arrest as a proportion of Crime
	#	#	%
Illegal possession of firearms and ammunition	523	411	78,6
Drug-related crime	2847	2122	74,5
Driving under the influence of alcohol or drugs	723	590	81,6
Sexual offences detected as a result of police action	1	0	0,0
Total	4094	3123	76,3

Policy and Research Sub-Programme based on SAPS, 2022

The rates of arrest for sexual offences including rape seem to be very low at way under 20% of reported cases.

Total Sexual Offences and Arrests for the Eastern Cape July to September 2022			
	Reported Crime	Arrests	Arrest as a proportion of Crime
	#	#	%
Rape	1666	295	17,7
Sexual Assault	228	-	0,0
Attempted Sexual Offences	106	-	0,0
Contact Sexual Offences	30	-	0,0
Other (not specified)	-	19	-
Total	2030	314	15,5

Policy and Research Sub-Programme based on SAPS, 2022

The table below highlights the spatial distribution of the incidence of arrests across districts in the Eastern Cape. The districts that are below the provincial average for murder arrest rate include Sarah Baartman (37,9%), Amathole (30,4%), Nelson Mandela Bay (29,8%) and Or Tambo (19,4%). Those which are under par on arrest rate for rape are the Nelson Mandela Bay (16,3%), Amathole (16%), Buffalo City (16%) and OR Tambo (6.7%). Those performing worst on property related arrest rates are Amathole and Or Tambo.

Arrest rates for select crime reported during July-September 2022 by District									
	Eastern Cape	Alfred Nzo	Amathole	Buffalo City	Chris Hani	Joe Gqabi	Nelson Mandela Bay	OR Tambo	Sarah Baartman
Murder	41,1	83,0	30,4	51,7	68,9	87,5	29,8	19,4	37,9
Rape	17,7	27,8	16,0	16,0	19,1	29,7	16,3	6,7	32,6
Carjacking	6,0	0,0	10,5	2,6	15,8	0,0	8,3	0,8	0,0
Robbery – Residential	19,0	22,6	9,1	19,0	29,4	112,0	13,1	5,5	41,7
Robbery – Non residential	18,0	18,4	12,5	15,4	37,0	15,0	19,5	6,5	63,9
Cash in transit heists	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Truck Hijacking	7,1	0,0	0,0	0,0	100,0	0,0	3,1	0,0	0,0
Theft of motor vehicle and motorcycle	6,0	5,6	8,6	9,6	0,0	0,0	0,0	0,0	0,0
Stock-theft	9,4	3,9	5,8	7,5	18,5	11,4	42,3	3,9	19,0

Policy and Research Sub-Programme based on SAPS, 2022

Trust And Social Cohesion

Social cohesion and trust are at the heart of Priority 6 of the MTSF (2019-2024): Social Cohesion and Safer Communities. It is concerning to find that reference to safety and policing dimensions are minimal in the province. Trust in the police in the province has always mirrored the national trends but have been slightly stronger than the national perceptions. At some points these levels were significantly higher than the national levels for an example from 2013 to 2016. When the general trust in the police in the Eastern Cape declined, the Eastern Cape DOCS Policy and Research Sub-programme explored trust in 2015 and estimated provincial levels to be at 55% which is very similar to the HSRC research. This statistics suggests that, we must do more investigation to understand the drivers of trust in the Eastern Cape to experiment the procedural justice approaches in building community-police relationships of trust. Some of this work has already started in the Policy and Research sub-programme as pioneers of trust and procedural justice approach in policing. This is despite that the Eastern Cape has not yet decided to formally pursue such an approach.



Policy and Research Sub-Programme based on HSRC 2022

Feeling Safe

The National Development Plan Vision 2030 goals on safety includes improving the perception of safety in one's home as well as the feeling of safety in one's neighbourhood. It affects how a human being interacts with their surroundings, health, and therefore their quality of life. Perceptions of safety from crime are different across different demographic groups.

Despite some fluctuation of the proportion of Eastern Cape residents who felt safe walking in their area of residence at night, however, there has been a significant decline in those who do not feel safe. This decline was at (43%) in 2021/22.

The percentage of individuals who felt safe walking alone in their areas of residence at night for the Eastern Cape	
	%
2013/14	66,0
2014/15	64,9
2015/16	64,9
2016/17	59,0
2017/18	56,0
2018/19	35,3
2020/21	34,4
2021/22	42,7

Policy and Research based on various VOC 2013-2022

There are several responses from local communities to the fear of crime. About 60% of local communities in the Eastern Cape (60%) indicated that they protected themselves against crime. This is the second largest proportion of respondents across South Africa, with only the Western Cape scoring slightly higher levels at 62%. Given these high levels of household protection against crime, community safety interventions should be strengthened and effective in the defense against crime. Support interventions would go a long way in assisting Eastern Cape households in combating crime and allay the fear of crime.

Proportion of People by Province that protect themselves against crime (2021/2022)	
	% Yes
Western Cape	61.8%
Eastern Cape	59.7%
Northern Cape	43.5%
Free State	44.3%
KwaZulu-Natal	33.6%
North West	31.3%
Gauteng	58.3%
Mpumalanga	44.4%
Limpopo	28.9%

Policy and Research based on VOC, 2022

The summary above reflected on the need of support to be provided to local communities regarding the defense against crime. The table above reflects that, some members of the local communities, make behavioural changes to avoid crime. However, the overwhelming response is associated with physical protection measures. There is a significant opportunity to develop innovative and low-cost security mechanisms for households across social class, neighbourhood and spatial boundaries. Some of the basic security technologies like those developed by Memeza for poor and vulnerable households needs to be explored and linked to innovation support from SEDA and

the higher education sector in the Eastern Cape. It is also crucial to explore how to promote some of the first-tier automotive suppliers to support the lighting up of hotspot crime areas across the (particularly rural) Eastern Cape by rolling out of solar streetlights.

What do People in the Eastern Cape do to protect themselves against crime? (Proportion of those who)	
	%
I have now stopped using public transport	1,1
I carry a pepper spray	3,8
I carry a knife/screwdriver/blade	3,7
I carry a gun	0,4
I have enrolled in self-defence class	0,1
Physical protection measure of home (e.g. burglar doors)	70,4
Physical protection measure of vehicles (e.g. alarm)	2,8
Private security (e.g. paid armed response)	8,2
Other (specify)	9,5

Policy and Research based on VOC, 2022

Vulnerability

To focus is on developing appropriate and community safety interventions, particularly in terms of crime and vulnerability. A far more detailed social and sociological analysis and understanding of the socio-economic contexts which give rise to these phenomena is required. This means, we need to begin to acknowledge the socio-economic factors that drive crime and vulnerability. This suggest that there is a need to integrate socio-economic analysis into the understanding of crime and vulnerability. The recent quarterly crime statistics confirm a recurring pattern of youth and women vulnerability. When the social structural context is explored within which many children are born and socialised we then acknowledge some fundamental drivers.

The table below shows vulnerable children in the Eastern Cape where almost half of the province's children (46%) reside in households with no employment. This is significantly higher than the South African average (30%) and way higher than other provinces.

Children living in households without an employed adult, 2018	
	%
WC	8
EC	45,8
NC	29,2
FS	35,1
KZN	36
NW	34,6
GP	15,1
MP	28,6
LP	40,8
RSA	29,7

Policy and Research based on GHS, 2020

Given the importance of the family structure in solving social conflicts identified above, it is significant that most children in Eastern Cape reside in extended family households (72,5%). The KZN family structure is similar (75,3%) to that of the Eastern Cape. While the extended family households can provide positive socialization experiences, there can be a source of vulnerability for children.

4.2 Internal Environment Analysis

The Department of Community Safety is operating in nine offices, namely; Head Office- Bhisho, Alfred Nzo district, Amatole district, Buffalo City district, Chris Hani district, Joe Gqabi district, Sarah Baartman district, Nelson Mandela district and OR Tambo district.

On 6 April 2021, the department changed its name from the Department of Safety and Liaison to the Department of Community Safety through the Government Gazette No 44416, Vol 670. The name change influences the way the department operates due to the additional mandate. The name change strengthens and expand the mandate to fulfil all expectations as required in the Civilian Secretariat for Police Act 2 of 2011 Chapter 4(17). The Act mandates the department to Promote community police relations, establish and promote partnerships. It further manages the enhancement of community safety structures within the province.

Due to the name change, there is a need of an additional human resource to execute the additional mandate of the department. The department has revised the service delivery model and reviewed the organisational structure to operate optimally. Through the revision of the organisational structure, a Chief Directorate – Community Policing and Partnership has been established to focus on the expanded mandate so as to promote partnerships and strengthen community structures.

There is an approved Human Resource Plan, which is aligned to the Medium-Term Strategic Framework (MTSF) 2019-2024. This plan outlines the demand and supply of human resource management. The Human Resource Plan will also be revisited considering these changes.

Additionally, the department has reconfigured itself to establish Buffalo City District. In this regard, the department has revised its provincial safety strategy to play a leading role in the coordination of the Justice Crime Prevention Cluster. The additional mandate and the change in the service delivery model informs the review of the organizational structure to be aligned to the expanded mandate of the department. Work has been done towards the finalization of this process.

The currently approved organizational structure of the department has 305 positions. Out of 305 positions only 148 positions were funded at the beginning of 2021, however; the province effected a budget cut and top-sliced the budget. The outcome of this was a reduction in the COE budget and the number of positions were reduced to 134. Currently there are 128 funded and filled positions. The reduction of COE budget has a negative impact on the workload of each employee which results in low staff morale and burnout.

The department cannot reach out to all communities to fulfil the mandate and further cannot establish partnerships with various stakeholders in the fight against crime. The segregation of duties cannot be exercised due to staff shortages.

Currently the department has 134 funded positions as follows:

- ◆ Total filled = 128
- ◆ Vacant post funded = 6
- ◆ Administration = 64 filled
- ◆ Community Safety = 64 filled

In the 2022-2023 financial year, the department has awarded twelve (12) bursaries to the employees for the purpose of development. The awarded bursaries were in the following fields: Public Administration, Law, Commerce Finance Management, Supply Chain Management, Human Resource Management, Management and Sociology. From these bursaries, A further ten (10) employees were continuing bursary holders. In total the department funded twenty-one (21) employees in the previous financial year.

Despite the bursaries, employees also benefiting from transversal training, which is aimed at sharpening their skills. These trainings were funded by the Office of the Premier. In the 2022-2023 financial year seven (7) employees

participated in Advance Leadership Development Programme and six (6) benefited from the Emerging Leadership Development Programme. These programmes were rolled out over a period of 3-weeks and included Unit Standards such as Project Management, Policy Development, Finance for Non-Finance Managers and Culture Change and Change Management. In addition, two employees were trained in Advanced Project Management.

The department continues to host young people by providing them with workplace exposure. The department also appointed 11 interns. The Department hosted sixteen (16) Work Integrated Learners funded by SASSETA and Services Seta through Buffalo City College. Of the sixteen learners, seven (11) had Safety in Society Qualifications and nine (6) had Management Assistant Qualifications.

The Department completed Performance Moderation for all employees at salary level 2-12. Employees with a rating of 3 and found to be compliant were paid 1.5% pay progression. The Department is in the process of approving its own PMDS Policy to replace the Provincial Policy, which was used to implement PMDS. With respect to employee wellness, the department contracted with an external service provider (ICAS) to render psychological employee health related solutions.

With respect to youth development and as envisaged by the Constitution of the Republic of South Africa of 1996, the National Youth Policy, Provincial Youth Strategy has made provision for the implementation of youth developmental programs. In responding to the strategy, the department established a Youth Forum to champion youth development programs both internally and externally.

The department has built partnerships with various stakeholders such as the NYDA, Let Us Find Them etc to conduct youth development programmes in rural areas to encourage youth to learn, develop and nature their own businesses. To date the department with the assistance of the NYDA, implemented the Start Your Own Business and Life Skills Training in the flowing areas:

- ◆ Bityi Location = 30
- ◆ Jeffreys Bay = 30
- ◆ Bethelsdorp = 60
- ◆ Algoa Park = 30
- ◆ Walmer Township = 30
- ◆ Fort Beaufort =30
- ◆ With Let Us Find Them the department implemented the following programmes:
- ◆ GBV in Port Elizabeth for 25 unemployed youth
- ◆ Psych Social Training for 30- CPF Members in Buffalo City District and a further 30- CPF Members in Somerset East

The department has implemented the Ministerial Determination of the Expanded Public Works Programme

(EPWP). Through the Expanded Public Works Programme, 50 schools are supported with safety patrollers. Work opportunities were created for safety patrollers which comprised of 55% females and 45% males. From this programme, 50 % of employees is youth. At Head office two (2) female data capturers were also appointed on contractual basis.

In addressing the COVID-19 pandemic; the department has complied with all the requirements as directed by Department of Public Service and Administration and Department of Employment and Labour. The department continues to conduct transformational programmes through the districts and profiles itself through various communication channels.

Employment Equity

Currently the department is sitting at 2.4% on disability. The institution has achieved 2.4% of the threshold required. At senior management level, the department is sitting at 54% males and 46% females. Should the vacancy exist at this level, females will be prioritised.

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

Youth Representation in	Total No. of Youth	No. of Youth Represented	Total female	Total male	% of total workforce
Youth (Interns)	34	9	07	02	6.7
Youth (Work integrated learners)	34	25	20	05	7.4

Occupational Level	Total posts	Vacant	Filled
Senior Management	14	0	14
Level 11-12	22	0	22
Level 9-10	18	1	17
Level 1-8	80	3	77
Totals	134	4	130
Temporary Employees	11	2	9

The Departmental employment equity status is as follows:

Occupational Level	Total filled Posts	Total female	%	Total male	%
SMS Level	14	6	46	8	54
MMS Level	22	7	31	15	68
Level 9-10	17	10	61	7	39
Level 1-8	77	54	72	23	28
Temporary Employees	9	7	77	2	22
Totals	139	84	63	55	39

The above statistics reveal the following:

The department does not meet the minimum required 50/50 gender equity target required at Senior Management and Middle Management Levels. With regards to the middle management, professional staff and lower levels; Salary Level 11 – 12 is male dominated; Salary Level 9 – 10 is female dominated and Salary Level 1– 8 is female dominated.

Disability status

The Department is at 2.4% representation on persons with disabilities which is above the required 2% target. Overall, females are dominating in the department however at SMS level the target is not met. This issue will be addressed when there is a vacancy. The department is addressing its equity targets utilising an employment equity plan that clearly outlines the Employment Equity (EE) targets. The EE committee is a platform to discuss targets and strategies to meet equity targets.

SDIP CRITICAL KEY SERVICES

THE FOLLOWING ARE SDIP CRITICAL KEY SERVICES					
AIM: identify service delivery improvement interventions					
NUMBER OF SDI KEY SERVICES (BASED ON DEPARTMENT'S RESOURCE CAPABILITY & COMPETENCIES)	KEY PERFORMANCE INDICATORS (KPI)	DEPARTMENT SPECIFIC SET STANDARD	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
<p>KEY SERVICE 1: Conduct, Facilitate and Coordinate Policing Accountability Engagements</p>	<p>Number of policing accountability engagements convened based on the following identified problems:</p> <ul style="list-style-type: none"> Poor service delivery by SAPS Lack of monitoring on implementation of community concerns 	<ul style="list-style-type: none"> Consult with the station to identify the venue where the Policing Accountability Engagement will be conducted. Develop a Concept document and submit for the approval. Invite stakeholders for plenary meetings. Conduct Policing Accountability Engagement. Alternatively conduct accountability engagement sessions through media platforms, where the disaster management regulations must be adhered to, e.g., COVID 19. A report should be compiled and approved within 14 working days by the District Manager. The Provincial Coordinator consolidates a report on the Policing Accountability Engagements that were implemented in the districts. The Consolidated report is submitted quarterly by the Monitoring and Evaluation Unit with its summarized findings and recommendations to the Programme Manager responsible for programme 2. 	49	147 policing accountability engagements convened	Programme, attendance registers and report.
<p>KEY SERVICE 2: Monitor Service Delivery Complaints received against SAPS.</p>	<p>Percentage of service delivery complaints resolved by the SAPS within 30 days of referral</p>	<ul style="list-style-type: none"> Record all the particulars of the complainant; name, contact details, case number (if available), the Police Station where the case was reported; Complainant's physical address. Open an individual file with a reference number. i.e. Compl./103-03-2016 for easy tracking. On a written complaint acknowledge the receipt within three (3) working days and communicate the process that will be followed. Within three (3) working days after receipt, enquire and follow-up the complaint with the relevant police station. Allow a maximum of seven (7) working days for SAPS to finalize the complaint. If they exceed, request tangible reasons for that. Feedback must be given to the complainant within three (3) days after receiving feedback from SAPS. On a quarterly basis the district will submit a report on complaints received by the district to the M & E Unit. The Provincial Complaints officer consolidates a report on the service delivery complaints that were received by the Districts. All complaints that are reported to the provincial office are either referred to the relevant district or to SAPS provincial complaints Unit, it depends on the seriousness of the complaint 	90%	90% cumulative target per quarter)	Analysis reports of Complaints received, referred, resolved and unresolved and Complaints registers

THE FOLLOWING ARE SDIP CRITICAL KEY SERVICES

AIM: identify service delivery improvement interventions

NUMBER OF SDI KEY SERVICES (BASED ON DEPARTMENT'S RESOURCE CAPABILITY & COMPETENCIES)	KEY PERFORMANCE INDICATORS (KPI)	DEPARTMENT SPECIFIC SET STANDARD	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
<p>KEY SERVICE 3: Empower, Facilitate, Coordinate and strengthening of partnerships in line with the Department of Community Safety Mandates and Provincial Safety Strategy</p>	<p>Number of Community Safety Forums (CSFs) established</p>	<p>Consultation with key stakeholders Develop a plan Implementation of the plan Evaluation of the plan</p>	<p>4</p>	<p>12 Community Safety Forums capacitated</p>	<p>Quarterly report, MOUs, attendance register</p>

1. SUMMARY ON THE IMPROVEMENT OF BATHO PELE (SERVICE QUALITY STANDARDS

BATHO PELE PRINCIPLES & SET STANDARDS		SERVICE QUALITY INDICATORS	SET STANDARDS	MEANS OF VERIFICATION
<p>SERVICE DELIVERY MODEL:</p> <p>A model developed by each department of how it will deliver services to its service beneficiaries/ citizens</p>	<ul style="list-style-type: none"> The extent at which departments have developed Service Delivery Models The extent to which the implementation of the SDMs is done by departments The extent at which the value is realised by departments as the SDM is implemented 	<p>100% implementation of the SDM</p>	<p>Approved Service Delivery Model</p>	
<p>BUSINESS PROCESS MAPPING & MANAGEMENT:</p> <p>A process outlined in the developed Standard Operating Procedures of each service offered by a specific sector/ department</p>	<ul style="list-style-type: none"> The extent at which SOPs were adhered to during the provision of each service by each department The extent at which errors were identified in a final product produced The extent at which wastage was reduced in the value chain 	<p>100% compliance on the developed Standard Operating procedures (SOPs)</p>	<p>SOP, Quarterly report</p>	
<p>COURTESY: WORKING ENVIRONMENT STANDARDS:</p> <p>Service recipients should be treated with respect 100%</p>	<p>The department provides a conducive and a fit for purpose working environment where all employees are effective and efficient in executing their duties.</p> <p>Work environment standards address the needs of all stakeholders and consider productivity, cost, availability, security, and workplace health, safety, and ergonomic factors.</p> <p>Courtesy standard is met based on the following:</p> <ul style="list-style-type: none"> Cleanliness of offices Signage-friendly buildings/ offices Status of ablution facilities: <ul style="list-style-type: none"> Ablution facilities available and functional Signage to ablution facilities Ablution facilities accommodates females, males and people leaving with disabilities Available space and chairs during waiting times <p>In this regard the department strive to create an inclusive and conducive work environment for its employees and relevant stakeholders through the following provisions and interventions</p> <ul style="list-style-type: none"> The Department has an approved policy on Safety Health, Risk and Quality Management (OHS) to address all safety related matters for employees and visitors that come to the department The Department has an approved Policy on Wellness Management which aims to address all issues related to Employee Assistant programmes including provision of psychosocial and psychological support to troubled employees and their immediate family members The Department has an approved Employment Equity plan and an active Integrated Human Resource Forum which is responsible to address all gender mainstreaming and job access related matters and advise the Departmental Management accordingly The Department further have an approved Diversity management policy, Policy on Reasonable accommodation, and assistive devices to provide reasonable accommodation and inclusive environment for all employees including those with disabilities The Department has active committees for Security and OHS which both are responsible to monitor implementation of safety and security matters for the department. 	<p>80% rate of adhering to set minimum courtesy standards:</p> <ul style="list-style-type: none"> 100% Cleanliness of offices e.g. <ul style="list-style-type: none"> Tidy/ Neat/ no clutter lying around No nasty/ stuffy odour in service points 100% Signage-friendly buildings/ offices 100% Status of ablution facilities: <ul style="list-style-type: none"> Signage Availability Cleanliness Fully functional – flushing with toilet papers 100% Availability of space during waiting times 100% Availability of chairs during waiting times. 	<p>Site visits, Assessment reports</p>	

BATHO PELE PRINCIPLES & SET STANDARDS	SERVICE QUALITY INDICATORS	SET STANDARDS	MEANS OF VERIFICATION
<p>COURTESY: PROFESSIONAL STANDARDS - PUBLIC SERVANTS:</p> <p>According to section 195(1) of the constitution requires that “a high standard of professional ethics must be promoted and maintained” in public administration generally. Service recipients should be treated with respect all the time:</p> <p>The behaviour/conduct displayed by each public servant during the process of offering a service-to-service beneficiaries as outlined in the Code of Conduct/ Article 7 of the Public Service Charter, 2013</p>	<ul style="list-style-type: none"> The extent to which professional standards set by professional bodies have been met on each service provided by a department The extent to which professional standards set by the department, based on the Batho Pele principles have been met on each service provided by a department e.g.: <ul style="list-style-type: none"> Competence/capability/skilled Positive attitude Display of respect Politeness & Friendliness Care/ Patience/ Kindness Confidentiality/secretcy Wearing name tags Dress code – Neatness/ presentation & cleanliness The extent to which the Code of Conduct is signed by public servants The extent to which a pledge on Article 7 of the Public Service Charter, 2013 has been signed by public servants 	<ul style="list-style-type: none"> 100% success rate of following prescribed professional procedures/ conduct set by the department. 100% success rate of following prescribed professional standards based on the Batho Pele Principles set by the department, namely: <ul style="list-style-type: none"> Competence/capability/skilled 100% Positive attitude 100% Display of respect 100% Politeness & Friendliness 100% Care/ Patience/ Kindness 100% Confidentiality/secretcy 100% Wearing name tags 100% Dress code – Neatness/ presentation & cleanliness 100% 100% of public servants that have signed the Code of Conduct 100% of public servants that have signed a pledge on Article 7 of the Public Service Charter, 2013 	<p>Site visits, assessment reports</p>
<p>ACCESS STANDARDS:</p> <p>All service recipients have equal access to department – specific services on an ongoing basis</p>	<p>Access standards met should be based on the rate of:</p> <ul style="list-style-type: none"> Physical access of a 50 KM radius from each service point Rate of access Virtually/electronically Disability-friendly Elder persons/ pregnant/ frail persons friendly Local language rate of accessibility 	<ul style="list-style-type: none"> 80% citizen rate of access to services within 50km radius: Distance OR 50% Virtual/electronically accessed services by the citizens/service beneficiaries 100% disability-friendly facilities 100% Elderly-friendly/ pregnant/frail persons facilities 100% Local language availability/usage 	<p>Site visits, Assessment reports</p>
<p>INFORMATION STANDARDS:</p> <p>Service recipients are given full, accurate information and user-friendly information about the services they are entitled to receive in a continuous basis</p>	<p>The indicators are to be based on the following:</p> <ul style="list-style-type: none"> The captured/ recorded ease of access to information of the services provided by the department/ service point The availability of a step-by-step process to be followed when accessing information from different platforms/avenues The extent to which the information is updated 	<p>80% success rate on:</p> <ul style="list-style-type: none"> 80% Ease of access to information 80% Provision of a step-by-step process to be followed when accessing information on the website 80% Provision of updated information 	<ul style="list-style-type: none"> Imbizo's Accountability Engagements Service Charter

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<p>REDRESS STANDARDS:</p> <p>If the standard of service OR product is not delivered, service beneficiaries are offered an apology, a full explanation and a speedy and effective remedy within 30 working days of their complaint- Aligned to the Compliment, Complaints Policy.</p>	<p>Proposed indicators: Complaints resolution rate per annum informed by a clearly outlined complaints management process: e.g.</p> <ul style="list-style-type: none"> • Acknowledgement period <ul style="list-style-type: none"> - Number of feedback responses given within 3 days - Number of successfully resolved cases within 25 working days - Number of successfully resolved cases within 66 working days - Number of successfully resolved cases within 75 working days - Number of pending cases beyond 75 working days - Assessment of the level of satisfaction on how complaints were dealt with 	<p>Proposed minimum standard: Complaints Management success rate should be considered along these lines:</p> <ul style="list-style-type: none"> • 100% Acknowledgement rate of receipt complaint within 3 days • 75% success resolution rate within 25 working days on simple cases • 50% success resolution rate within 25 days on complex cases • 100% Feedback on progress made after every 30 working days on cases not resolved within 25 working days • 80% satisfaction levels on how complaints were dealt with 	<p>Monitoring tools, Quarterly reports, attendance registers</p>
<p>CONSULTATION STANDARDS:</p> <p>At least 10% of service recipients are consulted annually about the quality, cost and timing of department-specific services they are entitled to receive</p>	<p>Consultation standards met should be based on the following:</p> <ul style="list-style-type: none"> • Generic complaints management issues through community outreach programmes/DDM • When developing/ reviewing a policy due to the nature of complaints received and identified policy problems • When developing an SDIP/intervention strategy 	<ul style="list-style-type: none"> • 60% Consultation of all relevant stakeholders (including citizens) on resolving complaints/ satisfaction reports • 60% Consultation of all relevant stakeholders (including citizens) when developing Policies • 60% Consultation of all relevant stakeholders (including citizens) when developing an SDIP 	<p>Quarterly reports, attendance registers</p>
<p>OPENNESS & TRANSPARENCY STANDARDS:</p> <p>Service recipients should be informed of how departments are managed, how much is spent on service delivery to the public and who is in charge through an annual report to citizens</p> <p>Communities are informed of policing matters resulting to negative community perception</p>	<p>Openness & Transparency on:</p> <ul style="list-style-type: none"> • The decision-making process of each department and on • How financial resources are utilised 	<ul style="list-style-type: none"> • 100% displayed decision-making process • 100% publicised utilisation rate of financial resources 	<p>Quarterly reports, attendance registers</p>

BATHO PELE PRINCIPLES & SET STANDARDS	SERVICE QUALITY INDICATORS	SET STANDARDS	MEANS OF VERIFICATION
<p>SERVICE STANDARDS:</p> <ul style="list-style-type: none"> Service recipients should be informed about the level, cost (if any applicable), and quality of department-specific services they will receive on ongoing basis. Service recipients are informed about the mandate of the department and the purpose of the accountability engagements. We ensure that coordination is done properly by ensuring that all matters that were raised by community that are outside the mandate of the department are brought to the attention of the relevant department for further actioning. 	<p>The following are the proposed indicators:</p> <ul style="list-style-type: none"> Turn-around time of each service provided by each department (with the latter informed by the locally applicable circumstances) The outlined cost for each service provided The quality standard of each service provided 	<p>Proposed minimum standards:</p> <ul style="list-style-type: none"> 80% of sector-focused service standards met for each service provided by departments All (100%) of services provided in each service point are to outline the cost of each service/product offered at that particular service point 90% error-free/ accuracy rate per annum on each product/service provided by each department/service point 	<p>SOP, Quarterly reports,</p>
<p>VALUE FOR MONEY</p> <p>Services provided are in line with the service user's needs and financial capability.</p> <ul style="list-style-type: none"> Ensure through preparatory meetings that SAPS is well prepared to account to communities and ensure that the accountability engagement yields the desired results 	<ul style="list-style-type: none"> Set target of service recipients that will be serviced each year. Set efficiency (cost saving/ resource utilisation rate) level that will be achieved each year. The rate of economy levels that will be achieved by the service recipients by reducing their cost access/travel burden. 	<p>65% success rate on the following:</p> <ul style="list-style-type: none"> 60% success rate on achieving the effectiveness set targets 70% efficiency standard met 60% Economy standard towards the service recipients met (Convenience to the client/ citizen) 	<p>Quarterly reports, attendance registers</p>

2. CHANGE MANAGEMENT PLAN

KEY PERFORMANCE INDICATORS (KPI)			BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
IDENTIFIED STAKEHOLDER CONSULTATION: SAPS, CPFs, Municipalities, NPA, Department of Justice, Department of Correctional Services, IPID, Department of Social Development, Department of Education	Number of policing accountability engagements convened based on the following identified problems: <ul style="list-style-type: none"> • Poor service delivery by SAPS • Lack of monitoring on implementation of community concerns 	49	147 policing accountability engagements convened	SOP, Quarterly reports	
	Percentage of service delivery complaints resolved by the SAPS within 30 days of referral	90%	90% cumulative target per quarter)	Analysis report of complaints received, referred, resolved and unresolved and complaints registers	
COMMUNICATION MEASURES REQUIRED: <ul style="list-style-type: none"> • Roadshows, door-to-door campaigns, loud hailing, inform local community media/community radio stations • Communication Action Plan • Meetings with affected police stations, CPFs • On a written complaint, acknowledge the receipt within three (3) working days and give the process that will be followed. • Within three (3) working days after receipt, enquire and follow-up complaint with the relevant police station. Feedback given to the complainant within three (3) days after receiving feedback from SAPS. 	Number of Community Safety Forums (CSFs) established	4	12 Community Safety Forums capacitated	Attendance register, performance report	
					INTERVENTIONS REQUIRED INTERNALLY: <ul style="list-style-type: none"> • The Department of Community Safety is the smallest department within the provincial government and yet has one of the most important mandates. We need to reflect on how effectively we have delivered on our mandate and how we can make a significant improvement going forward.
					INTERVENTIONS REQUIRED EXTERNALLY: <ul style="list-style-type: none"> • The Department to integrate with various stakeholders in fight against crime. To Engage Provincial Clusters involvement of Municipalities, Government departments, Community Based Organization's (CBO), Non-Governmental Organizations (NGO), Non-Profit Organization s (NPOs)

3. MONITORING, REPORTING AND EVALUATION PLANS

<p>MONITORING PLAN:</p>	<ol style="list-style-type: none"> 1. Conduct, Facilitate and Coordinate Policing Accountability Engagements <ul style="list-style-type: none"> - monitor number of recommendations implemented quarterly 2. Monitor Service Delivery Complaints received against SAPS <ul style="list-style-type: none"> - Analyse reports on service delivery complaints against Police - Analyse reports compiled on SAPS implementation of IPID recommendations - Ongoing monitor through follow-ups until the complaint is finalized 3. Empower, Facilitate, Coordinate and strengthening of partnerships in line with the Department of Community Safety Mandates and Provincial Safety Strategy <ul style="list-style-type: none"> - Assess the implementation of Community Safety Forums quarterly
<p>REPORTING PLAN:</p>	<ol style="list-style-type: none"> 1. Conduct, Facilitate and Coordinate Policing Accountability Engagements <ul style="list-style-type: none"> - Number of recommendations implemented, quarterly 2. Monitor Service Delivery Complaints received against SAPS <ul style="list-style-type: none"> - Analyse reports on service delivery complaints against Police on quarterly basis - Analyse reports compiled on SAPS implementation of IPID recommendations 3. Empower, Facilitate, Coordinate and strengthening of partnerships in line with the Department of Community Safety Mandates and Provincial Safety Strategy <ul style="list-style-type: none"> - Number of assessment reports on the implementation of Community Safety Forums, quarterly.
<p>EVALUATION PLAN:</p>	<ol style="list-style-type: none"> 1. Conduct, Facilitate and Coordinate Policing Accountability Engagements <ul style="list-style-type: none"> - recommendations implemented 2. Monitor Service Delivery Complaints received against SAPS <ul style="list-style-type: none"> - Analyse reports on service delivery complaints against Police on quarterly basis - Analyse reports compiled on SAPS implementation of IPID recommendations 3. Empower, Facilitate, Coordinate and strengthening of partnerships in line with the Department of Community Safety Mandates and Provincial Safety Strategy <ul style="list-style-type: none"> - Committee Safety Forums implemented.

IMPACT ASSESSMENT MEASURES		KEY PERFORMANCE INDICATORS (KPI)	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
SATISFACTION MEASURES: • Customer satisfaction surveys	Number of policing accountability engagements convened based on the following identified problems: • Poor service delivery by SAPS • Lack of monitoring on implementation of community concerns	49	147 policing accountability engagements convened	SOP, Quarterly reports	
	Percentage of service delivery complaints resolved by the SAPS within 30 days of referral	90%	90% cumulative target per quarter)	Analysis report of complaints received, referred, resolved and unresolved and complaints registers	
	Number of Community Safety Forums (CSFs) established	4	12 Community Safety Forums capacitated	Quarterly report, attendance registers, MOU's	
ECONOMY MEASURES:	Number of policing accountability engagements convened based on the following identified problems: • Poor service delivery by SAPS • Lack of monitoring on implementation of community concerns	49	147 policing accountability engagements convened	Programme, attendance register and report	
	Percentage of service delivery complaints resolved by the SAPS within 30 days of referral	90%	90% cumulative target per quarter)	Analysis report of complaints received, referred, resolved and unresolved and complaints registers	
	Number of Community Safety Forums (CSFs) established	4	12 Community Safety Forums capacitated	Quarterly report, attendance register	
EFFICIENCY MEASURES:	Number of policing accountability engagements convened based on the following identified problems: • Poor service delivery by SAPS • Lack of monitoring on implementation of community concerns	49	147 policing accountability engagements convened	Programme, attendance register and report	
	Percentage of service delivery complaints resolved by the SAPS within 30 days of referral	90%	90% cumulative target per quarter)	Analysis report of Complaints received, referred, resolved and unresolved and complaints registers	
	Number of Community Safety Forums (CSFs) established	4	12 Community Safety Forums capacitated	Quarterly report, attendance register	
EFFECTIVENESS MEASURES:	Number of policing accountability engagements convened based on the following identified problems: • Poor service delivery by SAPS • Lack of monitoring on implementation of community concerns	49	147 policing accountability engagements convened	Programme, attendance register and report	
	Percentage of service delivery complaints resolved by the SAPS within 30 days of referral	90%	90% cumulative target per quarter)	Analysis report of Complaints received, referred, resolved and unresolved and complaints registers	
	Number of Community Safety Forums (CSFs) established	4	12 Community Safety Forums capacitated	Quarterly report, attendance register	



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