



Province of the  
**EASTERN CAPE**  
COMMUNITY SAFETY

REVISED  
STRATEGIC PLAN  
FOR THE FISCAL  
YEARS

**2020/25**



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# ACRONYMS

<b>4IR</b>	Fourth Industrial Revolution	<b>ICVPS</b>	Intergrated Crime and Violence Prevention Strategy
<b>ANC</b>	African National Congress	<b>IDP</b>	Integrated Development Plan
<b>AGSA</b>	Auditor General of South Africa	<b>IPID</b>	Independent Police Investigative Directorate
<b>AOP</b>	Annual Operational Plan	<b>JCPS</b>	Justice Crime Prevention and Security Cluster
<b>APP</b>	Annul Performance Plan	<b>KZN</b>	KwaZulu Natal
<b>AR</b>	Annual Report	<b>LED</b>	Local Economic Development
<b>B-BBEE</b>	Broad-Based Black Economic Empowerment	<b>M&amp;E</b>	Monitoring and Evaluation
<b>BCMM</b>	Buffalo City Metropolitan Municipality	<b>MEC</b>	Member of the Executive Council
<b>CBO</b>	Community Based Organisation	<b>MOU</b>	Memorandum of Understanding
<b>CLO</b>	Community Liaison Officer	<b>MPSA</b>	Minister of Public Service and Administration
<b>COGTA</b>	Cooperative Governance and Traditional Affairs	<b>MT</b>	Monitoring Tools
<b>CPF</b>	Community Police Forum	<b>MTEF</b>	Medium Term Expenditure Framework
<b>CSC</b>	Community Service Centre	<b>MTSF</b>	Medium Term Strategic Framework
<b>CSF</b>	Community Safety Forum	<b>NDP</b>	National Development Plan
<b>CWB</b>	Court Watching Brief	<b>NGO</b>	Non-Governmental Organization
<b>COE</b>	Compensation of Employees	<b>NMT</b>	National Monitoring Tool
<b>CPTED</b>	Crime Prevention Through Environmental Design	<b>NMIR</b>	National Minimum Information Requirement
<b>CSPS</b>	Civilian Secretariat for Police Service	<b>NPA</b>	National Prosecuting Authority
<b>DCS</b>	Department of Correctional Services	<b>NPO</b>	Non-Profit Organisation
<b>DoE</b>	Department of Education	<b>OTP</b>	Office of the Premier
<b>DPSA</b>	Department of Public Service and Administration	<b>PDP</b>	Provincial Development Plan
<b>DPME</b>	Department of Monitoring and Evaluation	<b>PESTEL</b>	Political, Economic, Social, Technological, Environmental and Legal
<b>DRDAR</b>	Department of Rural Development and Agrarian Reform	<b>PFMA</b>	Public Finance Management Act
<b>DSRAC</b>	Department of Sport, Recreation, Arts and Culture	<b>PMDS</b>	Performance Management and Development System
<b>DoCS</b>	Department of Community Safety	<b>PMTSF</b>	Provincial Medium Term Strategic Framework
<b>DSD</b>	Department of Social Development	<b>POA</b>	Programme of Action
<b>DVA</b>	Domestic Violence Act 116 of 1998	<b>PSIRA</b>	Private Security Industry Regulatory Authenticity
<b>EA</b>	Executive Authority	<b>PSS</b>	Provincial Safety Strategy
<b>EE</b>	Employment Equity	<b>SALGA</b>	South African Local Government Association
<b>EHW</b>	Employee Health and Wellness	<b>SAPS</b>	South African Police Service
<b>ECSECC</b>	Eastern Cape Socio Economic Consultative Council	<b>SDIP</b>	Service Delivery Improvement Plan
<b>EPWP</b>	Expanded Public Works Programme	<b>SDM</b>	Service Delivery Model
<b>FBO</b>	Faith Based Organisations	<b>SMS</b>	Senior Management Service
<b>FSDP</b>	Frontline Service Delivery Point	<b>SP</b>	Strategic Plan
<b>GIZ</b>	German International Cooperation	<b>SPU</b>	Special Programmes Unit
<b>GBV</b>	Gender-Based Violence	<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>HoD</b>	Head of Department	<b>TID</b>	Technical Indicator Description
<b>HR</b>	Human Resource	<b>WILs</b>	Work Integrated Learnership
<b>HRD</b>	Human Resource Development		
<b>ICT</b>	Information Communication Technology		

# EXECUTIVE AUTHORITY STATEMENT



## Honourable MEC: Mr. Xolile Nqatha

The 2023/2024 Financial Year will mark a critical phase in the term of government of the 6th Administration, as it will mark the homestretch for what has been a very unconventional and a very challenging term of any government in the democratic South Africa. The outbreak of the global Covid-19 pandemic and the subsequent lockdown regulations, barely a year after the current administration took office, was a complete game changer.

The outbreak of the novel Covid-19 pandemic utterly disrupted any plans we had in place for the 6th administration and derailed our plan of action to better the lives of the people of the Eastern Cape as informed by the 2019 Elections Manifesto of the governing party, the ANC. We are grateful that the worst is seemingly behind us now, that the masses of the people have taken the jab now and that the infection rate has subsided now. But most importantly, we are grateful that government is back at work in full swing now.

The Strategic Plan (SP) grants us an opportunity to chat a way forward and devise strategies to speed up our services to the masses of the people of the Eastern Cape, with the knowledge that we do not have the luxury of time. The SP provides us a chance to reflect on the road we have traversed since taking office in May 2019, how much services were hampered or derailed in the two years we somewhat lost at the height of the pandemic between 2020 and 2021 in particular, and how best we can make up for that as we plan for what is effectively the homestretch of our time in government as the 6th Administration.

Based on the above, it is incumbent upon the Department of Community Safety and the entire Government of the Eastern Cape to ensure that it does not spend too much time theorizing about the needs of the people but go out there and hear for themselves what the people say their needs are. It is a challenge upon us as government to take in what they tell us and render services to them.

In order to perfectly conduct this important task, it is prudent that we are reminded of the following guiding documents of this ANC led government.

## Context

The 2019 Manifesto of the governing party, which makes a bold commitment to create Safe Communities and Safe Lives. Amongst the commitments made, is to rid our communities of all forms of crime.

In order to achieve this noble goal, the Manifesto identifies nine interventions. The most relevant and important for the department of Community Safety is the strengthening of Community Safety Platforms and fostering direct community and public participation.

The National Development Plan (NDP) envisions a South Africa where people are and feel safe and have no fear of crime. Amongst other actions to realise this vision are:

- ◆ Safety audits to be conducted in all communities focusing on crime and safety conditions of the most vulnerable.
- ◆ Increased community mobilization and participation in crime prevention and safety initiatives.
- ◆ Mobilisation of youth for inner city safety to secure safe places and spaces for young people.

The Provincial Development Plan calls for increased community participation in crime prevention, community safety initiatives by strengthening and expanding a variety of community safety platforms. It further calls for combating of crimes, violence against women and children through active civic campaigns.

The 2019-2024 Medium Term Strategic Framework, amongst others, mandates for the drafting of an Integrated Crime and Violence Prevention Strategy to increase the feeling of safety.

The Integrated Crime and Violence Prevention Strategy, identifies six pillars towards the realisation of all the above seamless goals. These six pillars are a perfect guide and should dictate the expanded mandate of the newly named Department of Community Safety.

As well as the enhanced mission of the Eastern Cape Department of Community Safety, which is to build safer communities through civilian oversight of the police and community participation. Putting safety back to our communities and communities to be agents and ambassadors of safety in every space they occupy.

There is always congruence between the January 8th Statement, State of the Nation Address, and the State of the Province Address, and they are advancing the Manifesto commitments.

We are guided by a framework that clearly makes a clarion call for a fundamental and strategic paradigm shift as we consolidate and deepen the fight against crime and violence.

## Road Travelled - 2019 to 2022

Over the last three financial years of the sixth democratic administration, building on the foundations laid by the 5th administration, great achievements have been recorded, and amongst others they include:

- ◆ Consistently providing qualitative and quantitative oversight over the Police Service.
- ◆ Significantly improved the quality and performance of our monitoring tools.
- ◆ Successfully launched and piloted the Court Watching Brief Programme as a strategic contribution in the fight against Gender Based Violence and Femicide.
- ◆ Notwithstanding the disruptions of the Corona Virus, held the police service accountable and remained at the heartbeat of the vulnerable communities' carrying the social crime prevention agenda.
- ◆ Re-affirming our position as a department that has community interest at the crux of its mandate by renaming our department from the Department of Safety and Liaison to the Department of Community Safety.
- ◆ Infused a new culture of teamwork and productivity.
- ◆ Maximised the deployment of limited resources at our disposal to make an impact.

- ◆ Achieved seven clean audit opinions from the Auditor General in succession;
  - 4 clean audits from the 5th Administration and
  - 3 from the 6th Administration

Set the pace for further exploration towards excellence.

## The Challenge Persists

Despite all these 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 and the stubborn problem of livestock theft which continue to plague our province. At the same time, we have seen some disturbing rise in violence, gender-based violence and murder in the rural areas of the Province.

We continue to challenge ourselves, working with the community and the South African Police Services, to intensify our campaigns against any form of crime, including murder and Gender Based Violence.

As we gear up for this critical phase of our term of office, we will need more agile, flexible and responsive intervention mechanisms within government and society. To manage, guide, defuse and resolve the ever-increasing conflicts in society before they become safety and policing problems. We need to develop and implement truly integrated strategies at local government level which brings together the key government agencies, partners from civil society, Traditional Leaders and business sectors.

With less than two years left before the 2024 General Elections that would make the end for the road for the 6th Administration and usher in the 7th Administration, we can ill afford to drop the ball now. We have to end our term on a high note and leave a lasting legacy that will last for generations to come.

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

Gender Based Violence and Femicides as well as violence in general, cannot be allowed to define and characterise our communities. Working of Government and the Whole of Society, we must ensure that this pandemic is defeated.

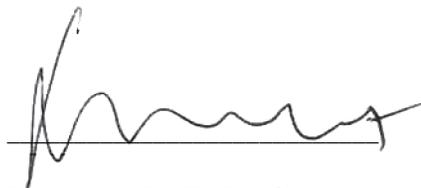
The fight against public and private corruption must be strengthened. Coordination through the Justice, Crime Prevention and Security Cluster must ensure that we strengthen all our tools to rid our communities of crime and violence.

The department of Community Safety must take advantage of its internal research capacity in determining and designing its strategies and plans. The ever-changing demographic outlook of the Eastern Cape Province and ever mobile crime requires regular checks.

As author and poet Brain Tracy once said, “A clear vision, backed by definite plans, gives you a tremendous feeling of confidence and personal power”. So, as we enter this all important phase of our government, we walk in quietly confident that we will be able to

overcome whatever challenges will come our way. But as good a plan as we may have, let us all remember that those plans will still require each one of us as the Eastern Cape Department of Safety officials and the society at large, to roll up our sleeves, lace up our boots and execute those plans.

“Working Together We Can Build a Safer Eastern Cape”

A handwritten signature in black ink, appearing to read 'Xolile Nqatha', written over a horizontal line.

**Honorable Xolile Nqatha**

Member of the Executive Council for the  
Department of Community Safety

# ACCOUNTING OFFICER'S STATEMENT



**HOD: Mr. Vuyani Mapolisa**

The mid-term of the 6th administration presents an opportunity for us to reflect on what has been done over the past two and a half (2½) years, while projecting on what is to be done to sustain, deliver on the mandate of monitoring police conduct, overseeing the effectiveness and efficiency of the police service. The department continues to work closely with its internal and external stakeholders such as, the South African Police Service and, Justice Crime Prevention and Security Cluster (JCPS) in fulfilling its mandate.

While the country and the world has been hit by the effects of COVID-19 pandemic for the past two and a half years, which had a negative impact on the lives of the people and the fiscus; the department continues to operate on a full capacity to ensure a safer Eastern Cape with reliable, accountable and effective policing.

We have traversed a long, uneasy path to this phase, yet there is still much to be done to defeat crime and violence in our communities. As a collective, we have a huge responsibility to facilitate, coordinate the battle against the scourge of crime, violence across the Eastern Cape Province and the country.

In order to realize the objectives of the sixth administration and the MTSF priorities as stipulated in the MTSF 2019-2024, the department continues to evaluate its strategies, plans and the service delivery model to ensure its responsiveness, to deliver on the socio-economic challenges facing the Province and South Africa

Over the first two and half years of the 6th Administration period, the department has achieved the following:

- ◆ Put in place a firm administrative foundation for the increasingly better performance.
- ◆ Created an environment for effective and efficient coordination of the work to be done through amongst others the revival of the governance structures.
- ◆ Created excellent working relations with our stakeholders both in government and civil society.
- ◆ Continued to foster the spirit and sense of collectivism and qualitative performance.
- ◆ Complied with all the relevant prescripts regulating the public sector
- ◆ Achieved seven (7) clean audit outcomes from the Auditor General for the seventh time In a row.
- ◆ Made use of the severely limited and limiting resources to achieve the best of it, whilst the challenge of crime and violence continued the upwards trajectory.
- ◆ Successfully implemented the Court watching Brief Programme
- ◆ Participated and significantly contributed in the realization of the Medium Term Strategic Framework mandate of putting together a comprehensive Integrated Crime and Violence Prevention Strategy (ICVPS) through our national office.
- ◆ Concluded the review of the Provincial Safety Strategy, this strategy reflects on six Pillars of the National Strategy.
- ◆ Integrated collaboration with other sister departments, organs of civil society across all spheres in attending to incidents where crime and violence raises its ugly head.

While the department has achieved all of this, there is a strong need to intensify on the fight against crime and violence in the province. The six pillars of the ICVPS requires as a primary necessity, state, non-state institutions to facilitate, coordinate and drive the vision of a safer South African community as envisaged in the National and Provincial Development Plans. Drawing from the paragraph above, the department is in a drive to shift from reactive to preventative approach in the fight against crime. This is an approach which puts the households at the centre to fight against crime and provide safer communities.

The paradigm shift will be realized through:

#### **PILLAR 1: EFFECTIVE CRIMINAL JUSTICE SYSTEM THROUGH**

- ◆ Efficient, responsive and professional criminal justice sector;
- ◆ Effective diversion, rehabilitation and reintegration programmes; and
- ◆ Effective restorative justice programmes and interventions.

#### **PILLAR 2: EARLY INTERVENTION TO PREVENT CRIME AND VIOLENCE, AND PROMOTE SAFETY THROUGH**

- ◆ A healthy start for infants and children, including the first 1000 days of life, pre-school and school children, and their parents, care-givers and guardians;
- ◆ A safe and supportive home, school and community environment for children and youth;
- ◆ Context-appropriate child and youth resilience programmes in place in identified areas;
- ◆ Substance abuse treatment and prevention
- ◆ Context appropriate interventions for &#39; vulnerable &#39;/ at risk groups

#### **PILLAR 3: VICTIM SUPPORT THROUGH**

- ◆ Comprehensive framework promoting and upholding the rights of victims of crime and violence; and
- ◆ Delivery of high-quality services for victims of crime and violence.

#### **PILLAR 4: EFFECTIVE AND INTEGRATED SERVICE DELIVERY THROUGH**

- ◆ Access to essential crime and violence prevention and safety and security services; and
- ◆ Professional and responsive service provision.

#### **PILLAR 5: SAFETY THROUGH ENVIRONMENTAL DESIGN THROUGH**

- ◆ The integration of safety, crime and violence prevention principles into urban and rural planning and design that, promotes safety and facilitates feeling safe; and

- ◆ The integration of safety, crime and violence prevention as an outcome in government programmes on urban and rural planning and design at national, provincial and local levels.

#### **PILLAR 6: ACTIVE PUBLIC AND COMMUNITY PARTICIPATION THROUGH**

- ◆ Sustainable forums for coordinated and collaborative action on community safety.
- ◆ Public and community participation in the development, planning and implementation of crime and violence prevention programmes and interventions.
- ◆ Public and private partnerships to support safety, crime and violence prevention programmes and interventions.

The important task going forward requires a 'Whole of Government' and 'Whole of Society' approach in fighting against crime.

The ICVPS clarifies the distinct, complementary roles and responsibilities of the key national, provincial departments and local government. It addresses system necessary requirements to create an enabling environment for implementation, sets out thematic interventions required to address community safety, crime and violence prevention. With proper resource allocation and coordination of this task, the province will be placed at an upward trajectory towards realising the goal and commitment of the sixth administration. It is in this context that we have put together a comprehensive and compelling Business Case for the establishment of a third programme to drive the implementation and realize the paradigm shift.

**Together let us build a safe Eastern Cape for sustainable Socio-Economic Development.**



**Mr Vuyani Mapolisa**

Head of Department and Accounting Officer  
Department of Community Safety

# OFFICIAL SIGN-OFF

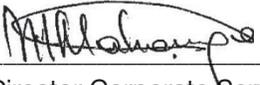
It is hereby certified that this draft Strategic Plan:

Was developed by management of the Department of Community Safety under the guidance of the MEC for Department of Community Safety in the Eastern Cape, Honourable Xolile Nqatha MPL.

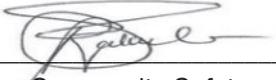
Takes into account all the relevant policies, legislation and other mandates for which the department of Community Safety is responsible.

Accurately reflects the impact and outcomes which the Department of Community Safety will endeavour to achieve over the five-year period (2020 – 2025).

## **Ms. Nomfundo Mahonga**

Signature:   
Acting Chief Director Corporate Services

## **Ms. Pumla Nqakula**

Signature:   
Chief Director: Community Safety

## **Ms. Nwabisa Libala**

Signature:   
Chief Financial Officer

## **Ms. Nqwenelwa Ncedo**

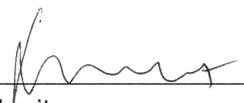
Signature:   
Head Official Responsible for Planning

## **Mr. Vuyani Mapolisa**

Signature:   
Accounting Officer

## **Approved by:**

### **Honourable Xolile Nqatha**

Signature:   
Executive Authority

The image features a minimalist, abstract design. A prominent horizontal green bar spans the width of the page, containing the text 'PART A' and 'OUR MANDATE' in white, uppercase, sans-serif font. To the left of this bar, a vertical grey bar extends from the top to the bottom of the page. Below the green bar, a dark grey shape with a sharp, upward-pointing peak is positioned on the right side. At the bottom, a green shape with a sharp, downward-pointing peak is positioned on the left side, mirroring the shape above. The background is a light grey gradient.

PART A  
OUR MANDATE



# PART A: OUR MANDATE

The existence and mandate of the Civilian Secretariat for Police Service is derived from Sections 206(3) and 208 of the Constitution of the Republic of South Africa (RSA), 1996 as well as the Civilian Secretariat for Police Service Act 2 of 2011. The department name was changed from Safety and Liaison to the Department of Community Safety through the Government Gazette NO. 44416 and dated 6 April 2021.

In realizing the name change the department is undertaking the process of branding in line with the name change

## 1. Update to the relevant legislative and policy mandates

National and Provincial legislation	Key Responsibilities placed on the Department
<b>Constitution of the Republic of South Africa Act, 108 of 1996</b>	Section 206 (3) entitles each province to: <ul style="list-style-type: none"> <li>• Monitor police conduct</li> <li>• To oversee the effectiveness and efficiency of the police service, including receiving reports on the police service</li> <li>• To promote good relations between the police and the community</li> <li>• To assess the effectiveness of visible policing</li> <li>• To liaise with the Cabined member responsible for policing with respect to crime and policing in the province.</li> </ul> Section 208 Police civilian secretariat 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.
<b>Civilian Secretariat for Police Service Act, 2 of 2011 Chapter 4 (17)</b>	Provides the following for the Provincial Secretariat: <ul style="list-style-type: none"> <li>• Monitor and evaluate the implementation of policing policy in the province</li> <li>• Evaluate and monitor police conduct in the province</li> <li>• Develop and evaluate safety models and monitoring tools</li> <li>• Assist the Civilian Secretariat with any monitoring and evaluation projects</li> <li>• Promote community police relations and establish and promote partnerships; and</li> <li>• Manage the enhancement of community safety structures within the province.</li> </ul>
<b>Independent Police Investigative Directorate Act, 1 of 2011</b>	Provides for: <ul style="list-style-type: none"> <li>• Must monitor the implementation by SAPS of the recommendations made by IPID</li> <li>• Provide the Minister with regular reports on SAPS compliance</li> <li>• 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.</li> </ul>
<b>South African Police Service Amendment Act, 10 of 2008</b>	The South African Police Amendment Act empowers the Member of the Executive Council to: <ul style="list-style-type: none"> <li>• Approve the establishment of Municipal Police Services within a municipality,</li> <li>• Regulating their function by setting establishment conditions,</li> <li>• Appoint an official as an administrator if the municipal police service has failed to comply with set conditions.</li> </ul>
<b>Intergovernmental Relations Framework Act, 13 of 2005</b>	Provides for cooperation and collaboration between and amongst all spheres of government, horizontal and vertically.
<b>Public Service Amendment Act, 30 of 2007</b>	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.

National and Provincial legislation	Key Responsibilities placed on the Department
<b>Division of Revenue Act, 2 of 2013</b>	The Department receives conditional grants in terms of the Division of Revenue Act (DoRA) and is responsible for the management of these funds.
<b>Public Finance Management Act, 1 of 1999 (PFMA)</b>	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
<b>Promotion of Access to Information Act, 2 of 2000 (PAIA)</b>	The purpose of this Act is to promote transparency, accountability and effective governance by empowering and educating the public
<b>Promotion of Administrative Justice Act, 3 of 2000 (PAJA)</b>	This Act imposes a duty on the state to ensure that the administrative action is lawful, reasonable and procedurally fair
<b>Promotion of Personal Information Act, 4 of 2013 (POPI)</b>	Promotes the protection of personal information by public and private Bodies
<b>Minimum Information Security Standards of 1996 (MISS)</b>	The responsibility of grading and degrading of document classifications rests with the institution where the documents have their origin
<b>Broad-Based Black Economic Empowerment Act, 53 of 2003</b>	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.
<b>Employment Equity Act, 55 of 1998</b>	Ensures that qualified people from designated groups have equal opportunities in the workplace in order to achieve a diverse work force.
<b>The Government Gazette NO. 44416, dated 6 April 2021.</b>	Effecting the name changed from the Department of Safety and Liaison to the Department of Community Safety
<b>South Africa Protection of Personal Information Act, (POPIA)</b>	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".
<b>Public Service Regulations amended 2016</b>	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.
<b>Occupational Health and Safety</b>	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
<b>Skills Development Act of 1997</b>	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
<b>Skills Development Levy Act of 9 Of 1999</b>	To provide for the imposition of a skills development levy to encourage learning and development in South Africa
<b>Labour Relations Actions of 96 of 1995</b>	Regulates the organisations rights of trade unions and promote and facilitates collective bargaining at the workplace and at sectoral level
<b>Basic Conditions of Employment Act of 97 Of 1997</b>	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
<b>Employment Equity Act</b>	The law that promotes equity in the workplace, ensure that employees receive equal opportunity and employees are treated fairly by their employers

National and Provincial legislation	Key Responsibilities placed on the Department
<b>POPI ACT</b>	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
<b>PAIA</b>	To give effect to the rights to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as completed in Section 33 of the Constitution

## 2. Updates to institutional policies and strategies

Policy/Strategy	Description
<b>Vision – NDP 2030</b> “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"> <li>• To unleash the human potential of all and realize a well- educated, healthy citizenry, living in safe and sustainable communities</li> <li>• The sustainable utilization of natural resources.</li> <li>• To strengthen democracy and work as active citizens to shape our own development and futures.</li> <li>• Reduce spatial disparities, facilitate rural development, and develop our high potential coastal corridor, agricultural sector and industry.</li> <li>• Be active participants in Africa’s transition and a global development partner of choice.</li> <li>• To accelerate inclusive economic growth and work to see a significant increase in youth employment.</li> <li>• Entrench an innovation culture in both the public and private sectors.</li> </ul>
<b>Provincial Development Plan (PDP 2030)</b>	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"> <li>• An innovative, inclusive and growing economy</li> <li>• An enabling infrastructure network</li> <li>• An innovative and high-value agriculture and rural sector</li> <li>• Human development</li> <li>• Environmental sustainability</li> <li>• Capable democratic institutions</li> </ul>

Policy/Strategy	Description
<b>MTSF and PMTSF 2020-2025</b>	The MTSF and PMTSF defines and elaborate the seven Priorities outlined in the Electoral Mandate: <ul style="list-style-type: none"> <li>• A Capable, Ethical and Developmental State</li> <li>• Economic Transformation and Job Creation</li> <li>• Education, Skills and Health</li> <li>• Consolidating the Social Wage through Reliable and Quality</li> <li>• Basic Services</li> <li>• Spatial Integration, Human Settlements and Local Government</li> <li>• Social Cohesion and Safe Communities</li> <li>• A Better Africa and World</li> </ul>
<b>The Provincial Safety Strategy (PSS), 2016 as revised</b>	Focuses on the following four outcomes: <ul style="list-style-type: none"> <li>• Increase community participation in community safety</li> <li>• Prevent Violence</li> <li>• Prevent corruption</li> <li>• Strengthen the Criminal Justice System</li> </ul> <p>Within the context of the six pillars of the Integrated Crime and Violence Prevention Strategy.</p>

Policy/Strategy	Description
<b>National Crime Prevention Strategy, 1996 (revision)</b>	<p>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.</p> <ul style="list-style-type: none"> <li>• A four-pillar approach model</li> <li>• 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</li> <li>• 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</li> <li>• 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</li> <li>• 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</li> </ul>
<b>White Paper on Safety and Security, 2016</b>	<p>The paper provides for the provinces taking responsibility for:</p> <ul style="list-style-type: none"> <li>• Allocating budgets for strategy, plans, roles, programmes and interventions for safety, crime and violence prevention.</li> <li>• Mobilizing funding and resources for safety, crime and violence prevention programmes at local level.</li> <li>• Providing capacity and support to local government to implement the White Paper.</li> <li>• Capacitating and resourcing the Provincial Directorate for Safety, Crime and Violence Prevention.</li> </ul>
<b>Policy on Community Safety Forums, 2016</b>	Provides for the establishment of Community Safety Forums in municipalities.
<b>National and Provincial Strategic Plan on GBV +F</b>	Provides for the establishment of Community Safety Forums in municipalities.
<b>National Youth Strategy</b>	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

Policy/Strategy	Description
<b>Guidelines for national and provincial departments for the preparation of an M&amp;E framework.</b>	The guidelines provide for the development of a monitoring and evaluation framework in all government institutions.
<b>DoCS Oversight Strategy, 2014</b>	Focuses on the mandate of the department and how it could be achieved.
<b>Integrated Crime and Violence Prevention Strategy (ICVPS)</b>	<p>Six Pillared National Strategy on:</p> <ul style="list-style-type: none"> <li>• effective criminal justice system through</li> <li>• early intervention to prevent crime and violence, and promote safety through</li> <li>• victim support through</li> <li>• effective and integrated service delivery through</li> <li>• safety through environmental design through</li> <li>• active public and community participation through</li> </ul>

### 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.



PART B  
OUR STRATEGIC FOCUS



# 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 partnerships.

## 3. Values

In discharging its mission, the Department of Community Safety subscribes to the following 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. Willingness to take responsibility for one's own actions, give time, 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. Updated Situational Analysis

### External Environment Analysis

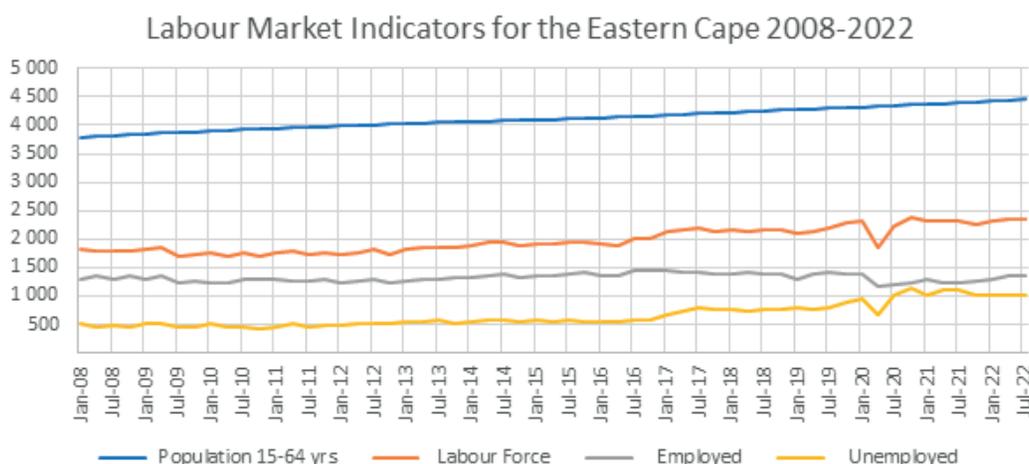
Within the context of a name change to the Department of Community Safety (DOCS) we are clearly compelled to affect a transition that can be referred to as one of a shift in “mind-set”. This suggests that we need to reimagine, rethink how we engage in policing and community safety. Part of this mind 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 Cape 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.

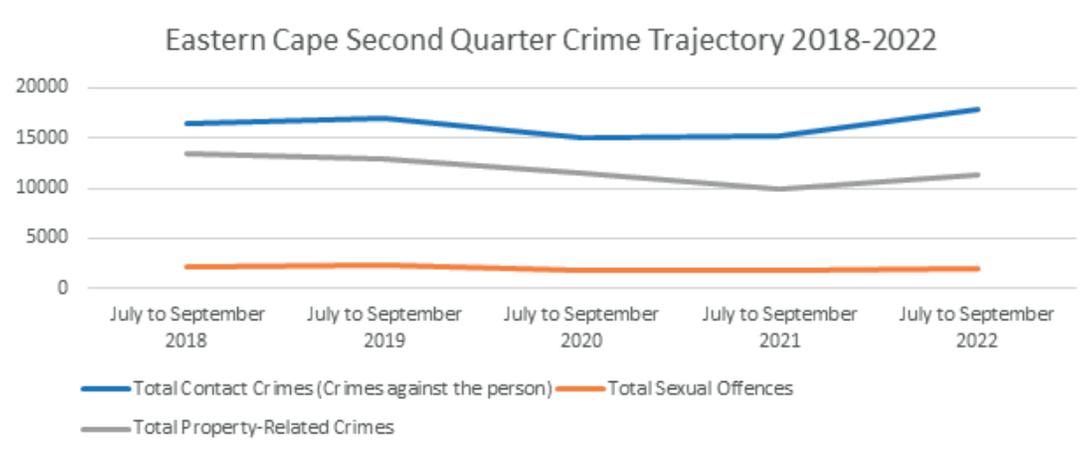


Source: DOCS Policy and Research based on LFS data 2022.

### 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, 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, cereals, 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
<b>Total Contact Crimes</b>	<b>17845</b>	<b>5218</b>	<b>29,2</b>
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
<b>Total</b>	<b>1801</b>	<b>255</b>	<b>14,2</b>
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
<b>Total</b>	<b>3462</b>	<b>959</b>	<b>27,7</b>
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, 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
<b>Total Property Related</b>	<b>11365</b>	<b>1360</b>	<b>12,0</b>
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
<b>Total</b>	<b>4094</b>	<b>3123</b>	<b>76,3</b>
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	-
<b>Total</b>	<b>2030</b>	<b>314</b>	<b>15,5</b>
<b>Policy and Research Sub-Programme based on SAPS, 2022</b>			

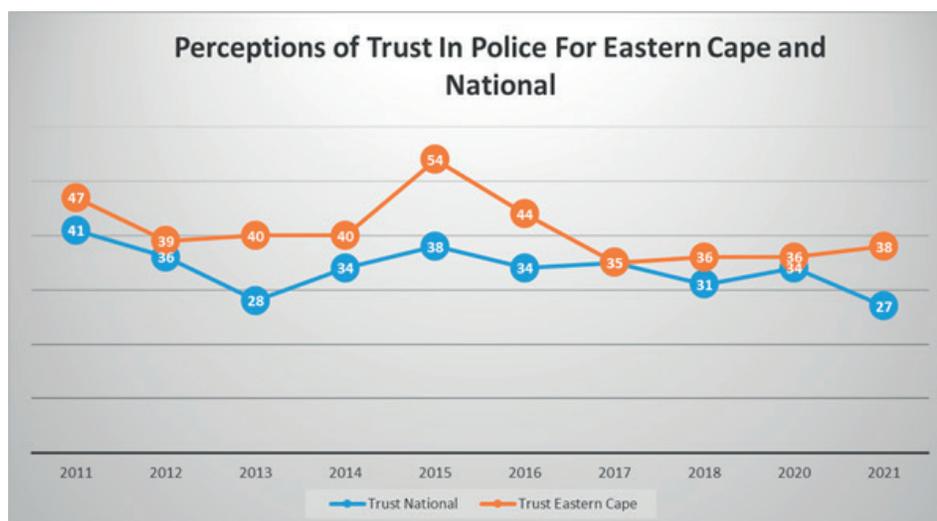
The table below highlights the spatial distribution of the incidence of arrests across districts in the Eastern Cape. The districts that are below the provincial average for murder arrest rate include Sarah Baartman (37,9%), Amathole (30,4%), Nelson Mandela Bay (29,8%) and Or Tambo (19,4%). Those which 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
<b>Policy and Research Sub-Programme based on SAPS, 2022</b>									

## 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 defence 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%
<b>Policy and Research based on VOC, 2022</b>	

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, 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
<b>Policy and Research based on VOC, 2022</b>	

## 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.

<b>Children living in households without an employed adult, 2018</b>	
	<b>%</b>
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
<b>Policy and Research based on GHS, 2020</b>	

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 socialisation experiences, there can be a source of vulnerability for children.

The department has applied planning tools to understand the internal and external environment in which it operates under. The environmental scanning equips the department on how to plan around the socio-economic challenges facing the department, the province and the country. The theory of change in planning and the PESTEL tools of analysis have been employed to tease out the problems that the department is faced with, the effects of the problem and the possible solutions. This has assisted the department in identifying outputs, developing the outcomes and how the theory will impact the department and the society in the long run.

Figures released by statistics South Africa show that the country's domestic product increased by 1.6% in the third quarter of the year (July – September 2022), compared to 0,7% in the second quarter. The economic activity was driven by eight industries and the transport and equipment industry made the largest contribution to the increase in the third quarter. The statistics reflects that the South African economy is moving towards an upward trajectory. This means that, the fiscal position is improving, despite the inflation pressures and the high cost of living. Stats SA data also reflected that the South African economy in the third quarter was larger than it was during Covid-19 pandemic. This reflects the economic recovery following the two years of lockdown.

While the economy is improving, South African is still faced by the high levels of inequality, poverty, unemployment and crime. Furthermore, looking at the challenges stated above; the following core elements of the institution's environment are reflected in the situational analysis:

- ◆ Resource management. (the restructuring of the department to accommodate the extended mandate).
- ◆ Oversight over the police service.
- ◆ Research, Monitoring and Evaluation.
- ◆ Community Mobilisation – Enhancement of Community Participation and Structures against crime.
- ◆ Forging partnerships against crime with a broad spectrum of role players like the JCPS cluster.

The above areas of focus are defined in terms of section 17 of the Civilian Secretariat for Police Service Act 2 of 2011 and the regulations, 2016.

In the province, the Department of Community Safety is at the tail-end of the budget allocation chain and Human Resources. Whilst this is vivid, poverty, unemployment and inequality are on a sharp rise, resulting in criminality in the province and around the country. Even though policing is not a comprehensive solution, however, an accountable

and professional police service, which the department seeks to realise, will be a significant contribution towards a crime free and safer province.

- ◆ The total number of Police Stations in the Eastern Cape is 199 of which 82% is situated in the rural areas. The province has two Metropolitan Municipalities, such as; Nelson Mandela Metro and Buffalo City Metro and six District Municipalities.
- ◆ The Eastern Cape population has 6 508 million people, (Stats SA, 17 August 2020). Currently the province has been allocated 15 624 police officers however the actual appointments stand at 14 343 with a shortfall of 1 281 officers. The administrative support allocated to the Provincial Police is 4 314 but the actual appointments are 3 671 with a shortfall of 643 administrative officers.
- ◆ It is however crucial to indicate that notwithstanding these operational challenges the province is still grappling as the crime picture is gradually taking a different turn. A rough estimate based on the recently released crime statistics (July-September 2022, released in December 2022) and the performance of SAPS over the same period are presented in the situational analysis. 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.

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

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

The two remaining years of the implementation of the strategic plan promise to be years of high risk but also of high potential. A number of our strategies have been reviewed, updated and reassessed. The provincial Anti-gang strategy, the provincial Gender Based Violence and Femicide Plan, the monitoring, oversight strategy and the Provincial Safety Strategy,

There will be significant challenges during the remaining years of the implementation of the strategic plan. The department will be faced with the coordination, implementation of the new white paper on Safety, Security through the Integrated Crime, Violence Prevention Strategy and its implementation plan. The department is also in a process of transformation as a result of the additional mandate and also striving to be a knowledge driven institution. Furthermore, the department is looking at innovative ways of effective partnerships with stakeholders. The JCPS cluster has been established and functional. The Department is encouraging all the agencies in the criminal justice system to forge partnerships with local communities. Partnerships will require greater coordination and clarification of roles and responsibilities within the relevant social partners, including sharing of the relevant resources allocated to different partners.

The immediate and urgent priorities of the department will include, but not limited to, the creation of a fully operational Provincial Secretariat as guided by section 17 of the Civilian Secretariat Act 2, 2011.

The strategies and plans to combat the rising social crimes and particularly in the rural areas is a priority. The oversight over the implementation of the Anti-Gang Strategies and the implementation of the Rural Safety Strategy is given the necessary attention. Information on the capacity of the institution to deliver on its mandate shall be well sourced.

The department has the following relevant and strategic stakeholders which contribute to the achievement of the following outcomes:

◆ **South African Police Service**

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

◆ **Community Police Fora (CPF)**

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

◆ **Community Safety Fora (CSF), Street and Village Committees**

CSF, Street and Village committees are designed for the purpose 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 Organisations like in the case of NGOs are critical in helping and partnering with the department to reach out to all corners of society.

◆ **FBO's**

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

◆ **Local Government**

Local government is our partner and strategic stakeholder in rolling out local based and focused safety plans as envisaged in the Community Safety Forum (CSF) 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 manner with all other government departments and entities. Departments such as, Social Development, Education, Sports, Recreation, Arts & Culture and many others play an important role in the development, implementation of interventions, strategies and plans. During this term, we shall endeavor to consolidate this partnership amongst others, Memoranda of Understanding (MOU).

◆ **Traditional leaders**

Crime in the rural areas has taken an upward shape. The department has formed partnerships with Traditional Leaders and SAPS in rolling out Community Safety Infrastructure in the various Kingdoms of the province. During this term, the department shall strengthen this relationship and take it to the next level.

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

Criminal Justice System Departments are stakeholders that would assist the department to have an impact in the programmes to be rolled out during this term. The establishment of the JCPS cluster has strengthened 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 suspected perpetrators of crime are found in the Institutions of Higher Learning. The department has forged partnerships with institutions of Higher Learning; however this relationship must be strengthened in order to roll out the Campus Safety Framework.

#### ◆ **Legislature**

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

#### ◆ **Departmental employees and organised labour**

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

#### ◆ **Private Security Industry Regulatory Authority (PSIRA)**

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

#### ◆ **Vulnerable groups (Military Veterans, 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 Youth, Women, Children, the Elderly and Persons with Disabilities. This will be both in employment opportunities and Supply chain procurement.
- Each focal area has a designated strategy with common priority areas related to the mainstreaming of the vulnerable in society so that their vulnerability circumstances are decreased. Accordingly, these interventions would in the medium to long term, increase access to safety and promote participation as well as strengthening the moral regeneration fiber of the province.
- The mainstreaming programme is aimed at putting in place mechanisms for implementing the Provincial Youth Strategy, Gender Policy Guidelines and White Paper on the Rights of Persons with Disabilities, Children's Charter and Elderly Plan of Action.
- The department will continue to design and roll-out programmes responsive to specific challenges confronting the vulnerable groups. Their participation shall be an integral part of discharging our mandate and respond to the National and Provincial Priorities as stipulated in the MTSF 2019-2024. The crime statistics have confirmed a continuous attack on the most vulnerable of society, including the elderly women, girl children, people with disability and youth in general.

### **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 organisational structure to be aligned to the expanded mandate of the department. Work has been done towards the finalisation of this process.

The currently approved organisational 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 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
<b>Totals</b>	<b>134</b>	<b>4</b>	<b>130</b>
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
<b>Totals</b>	<b>139</b>	<b>84</b>	<b>63</b>	<b>55</b>	<b>39</b>

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 utilizing 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.

### Implementation of Civilian Secretariat for Police

Funding for the implementation of Civilian Secretariat for Police Service Act remains a challenge since 2011. The service delivery model of the department is designed to deliver the services at the coal face of service delivery which are districts. Whilst confronted with funding challenge, the district activities are derived from community engagements and Community Police Forums (CPFs) and reflect the following district-based crime priorities.

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

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

- ◆ Awareness campaigns on crime, drug and substance abuse through educational campaigns amongst others (Sports against crime/Physical)
- ◆ School talks and debates on community safety (road safety)
- ◆ Establishment of School safety desks through Department of Education and Municipalities

- ◆ Motivational talks on GBVF
- ◆ Road shows on safety
- ◆ Child protection awareness programs
- ◆ Police Accountability Engagements

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

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

The department is configured into two programmes which are:

### **Programme 1: Administration**

This programme has four sub-programmes: Office of the MEC, Office of the Head of Department, Financial Management and Corporate Services. It's main function is to promote good governance and administrative support to the department.

The department has upgraded its ICT infrastructure environment to be able to conduct backup operations and respond to the challenges of the Fourth Industrial Revolution (4IR). The departmental Communication Annual Action Plan will serve as a pulse of the department for the next financial year. In this regard, the Communication Action Plan, through which the Communication Strategy is implemented, will be reviewed in line with the Policy Speech imperatives and Annual Performance Plan targets of the department.

Central to this, will be the up scaling of branding and marketing programmes. This is in line with the name change to Department of Community Safety. Our departmental website will be one of the marketing tools and will be used to market the department to the public. It is through a client-oriented communication action plan, that our department can be placed at the center of the socio- economic development path of the Eastern Cape Province.

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

This programme has five sub-programmes which are: Programme Support, Policy and Research, Monitoring and Evaluation, Safety Promotion and Community Police Relations. The main function of this programme is to provide oversight to the SAPS and the Metro Police Service, conduct research into policing matters and mobilisation of communities against crime in the province.

Of outmost importance is the aim to finalise the organisational structure review to accommodate the establishment of a fully functional Provincial Secretariat for Police Service. The department also complies with corporate management model as per the of DPSA and is in a process of aligning its Service Delivery Model (SDM). The process of the review of the Business Case, Service Delivery Model and Functional structure is to develop and adopt a model that is responsive to the challenges of the increasing crime statistics in the province. The work is currently under way and the department will submit all the necessary and required consultation documents to the DPSA through the Office of the Premier.

Drawing from the narrative above, If the current institutional makeup is not attended to and the structure is not funded, the human resource capacity challenges will pose further segregation of duties and that will pose serious risks to the department. Currently the human resource is under tremendous pressure, the work is not distributed equally, and budget allocation remains low. For an example, the Amathole and Sarah Baartman Districts are responsible for 37 and 38 police stations each and Alfred Nzo is responsible for 15 police stations. The department is also of the view that, the local government districts may assist on the demarcation of the South African Police Service.



PART C  
MEASURING OUR PERFORMANCE



# 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 Monitoring and Evaluation. 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

### Impact Statement

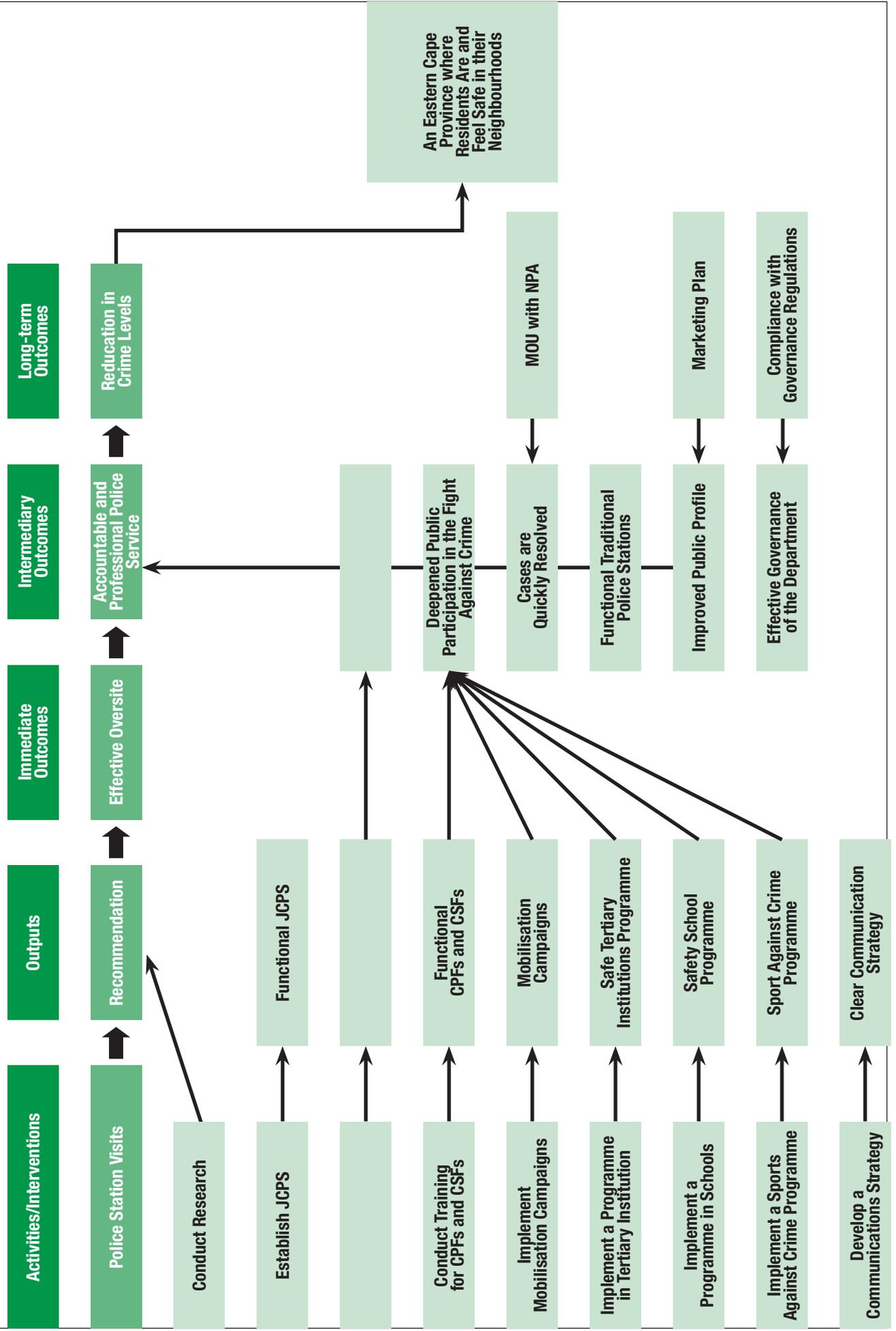
An Eastern Cape Province where people are and feel safe.

## 3. Measuring Outcomes

The tables below reflect revisions to the approved Strategic Plan 2020-2025. It also details the revised outcomes that are in line with the Medium-Term Strategic Framework (MTSF). The outcome indicators, baselines, and targets for the next four years of the MTSF. Revision to the departmental outcomes was occasioned by the realisation that work is being done with respect to the additional new outcome areas, yet these outcomes were not expressed clearly in the plan. Lack of emphasising them would, by default, result to incomplete reporting on the important critical areas of fighting crime and build a safer Eastern with enhances social cohesion. These outcomes speak directly to priority 6 of the MTSF.

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) and Metro Police	2.1.1. Number of recommendations implemented	New Indicator	100%
Integrated and effective Criminal Justice System	3.1.1. Improved Criminal Justice System	New Indicator	Improved level of existing and functional CPF, CSF and street/village committees  Improvement in crime statistics on GBV, Violence and murder  Improved level of existing and functional CPF, CSF and street/village committees
Increased social cohesion and safer communities	4.1.1. Number of functional community safety structures	New Indicator	

# Results Chain Model



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

**Department of Community Safety Impact Statement:** An Eastern Cape Province where people are and feel safe.

The Department of Community Safety is mandated by the Constitution of the Republic of South Africa; Section 206(3); to oversee the effectiveness of the Police Service and promote Community Police Relations in the Eastern Cape amongst others. To achieve this, the department has 4 outcomes of which 3 are operational and 1 is support. Our approach to realising an “Eastern Cape Province where all are and feel safe “will be multi-faceted in that our focus will be on Oversight which will ensure Increased Levels of Compliance by the SAPS, conduct research on policing matters and coordinate social cohesion and safer communities.

#### **Outcomes for the Department:**

##### **Improved departmental performance**

- ◆ To create a safe and secure environment through its oversight, research and social crime prevention mandate and programmes, the departmental Corporate Service programme will ensure that the operational programme of Community Safety is supported through transformation programmes for vulnerable groups; improve the management of Risk, Anti-Corruption and Integrity Services. Both within the department and communities we will focus on youth development and mainstreaming women and people with disability participation in our programmes.
- ◆ Suppliers that service the department will be paid within 30 days and through the Budget Advisory
- ◆ Committee the department’s expenditure will be managed.
- ◆ A core service to support the Community Safety Programme would be an effective ICT system that improves the quality of working life of personnel.
- ◆ Through compliance to relevant legislation amongst others like the Constitution of the Republic of South Africa, PFMA; the department will ensure it responds to government priorities through its Annual Performance Plan in line with its Strategic Plan.
- ◆ Covid 19 has brought about a “new normal” and in some way this will also contribute to the culture change as to how we conduct our business.
- ◆ To promote good governance and improve performance; ongoing performance review sessions will be led by the HOD and Senior Management and capacity building programmes will be made available to all staff so as to ensure we contribute to a safe and secure environment.

##### **Increased levels of compliance by the SAPS and Metro Police**

- ◆ To ensure compliance by SAPS and the Metro Police our oversight mandate will focus on performance of SAPS through service delivery evaluations; unannounced visits; police accountability meetings; Court Watching Brief and responding to complaints against SAPS so as to improve service delivery for SAPS.
- ◆ Joint meetings will be held between SAPS and the department so as to ensure recommendations of our oversight work are executed within the Police Service.
- ◆ SAPS response to Gender Based Violence and Femicide and other forms of violence will be strengthened through our monitoring of police stations through our DVA and communities through accountability meetings.
- ◆ Since 2019 the SAPS started a pilot project within 5 Kingdoms in the Eastern Cape with the intention of implementing the Traditional Policing model.
- ◆ The principles of Traditional Policing is to ensure greater rural community involvement in policing and for the Kingdom to be a critical and central partner in policing in rural communities.
- ◆ Satellite police stations have been established in Kingdoms and the department will assess the effectiveness of Traditional Policing in relation to what SAPS and the Kingdom intended to do so as to bring about effective service delivery in Kingdoms.

- ◆ As we continue to become a professional oversight body our research programme will continuously focus on policing needs and priorities through various research programmes like GBVF; analysis of murder dockets and community police relations

### **Integrated and Effective Criminal Justice System**

- ◆ The provision of community safety for the people of the Eastern Cape is dependent on strong collaboration within the Criminal Justice and Social Sector partners.
- ◆ To strengthen this collaboration the department will engage the Criminal Justice and Social Sector partners through the JCPS Cluster and further through the Provincial Safety Steering Committee and create a platform for all spheres of government to engage so as to achieve Priority 6 of the Programme of Action which is: “Social Cohesion and Safer Communities”. Focusing on Fraud and Corruption; Substance Abuse; gangsterism; GBVF; Victim Empowerment and Community Mobilization.

### **Increased social cohesion and safer communities**

- ◆ Promoting Community Safety remains a bedrock for the department to strengthen community police relations with the intention of creating safer communities.
- ◆ Through our District Offices we will conduct community mobilization campaigns, these will be contact and virtual.
- ◆ Partnerships with municipalities, other spheres of government and civil society is critical for our quest for a safe and secure environment. To strengthen these partnerships, we will sign MOUs so that each of our partners understands what is expected of them.
- ◆ Both the White Paper on Safety and Security and the draft Integrated Crime and Violence Prevention Strategy outline strong partnerships and collaboration to bring about social cohesion and safer communities.
- ◆ To ensure we carry out our mandate of enhancing community safety structures during this financial year we will finalize 3 community safety policies namely: Neighborhoods’ Watch; Street and Village Committees. These policies are intended to regulate community engagement with the police and very importantly as to how they carry out their mandate of community patrols within communities.
- ◆ Through the Expanded Public Works Programme the department will create 54 work opportunities and ensure that 50% are women and youth and 3% are people with disabilities. This is in line with the Ministerial Determination of the Expanded Public Works Programme.

## 4. Key risks and mitigations

Outcomes	Key Risk	Risk Mitigation
Improved departmental performance	Inaccurate and incomplete reporting of performance information relating to financial and non - financial information	<ol style="list-style-type: none"> <li>1. Strengthen the departmental internal controls environment: Update Policies, Standard Operating Procedures (SOP's)</li> <li>2. Enforcement of leave policy All managers to eliminate misstatement during audit</li> <li>3. Proper recording &amp; Monitoring of sittings of the Governance structures</li> <li>4. Implement culture change plan</li> <li>5. Design &amp; develop programmes to skill all employees (training &amp; Bursaries)</li> <li>6. Advertisement and appointment of skilled personnel as per our Annual recruitment plan (within three months after advertisement date).</li> </ol>
	Business interruptions / dis-continuation by natural disaster	<p>Develop Disaster Management Plan</p> <ol style="list-style-type: none"> <li>1. Implement and monitor compliance of the regulations issued by DPSA.</li> <li>2. Develop business continuity Plan.</li> <li>3. SHERQ Committee meeting to address the Covid 19 challenges</li> </ol>
	ICT unable to provide strategic support for achievement of the departmental outcomes.	<ol style="list-style-type: none"> <li>1. Installation of New Sever Equipment</li> <li>2. Testing of systems for service continuity</li> <li>3. Implementation of 20% for DR site testing</li> </ol>
Increased levels of compliance by the SAPS and metro Police	Lack of understanding the role and mandate of the department by the SAPS and Metro Police	<ol style="list-style-type: none"> <li>1. Co-ordinate the Oversight Structure</li> <li>2. Review Terms of Reference</li> <li>3. Develop reports on the status of implementation of recommendations by the SAPS</li> </ol>
	Limited multi-stakeholder collaboration	Engage wider range of potential partners and develop new partnership
	Limited research utilisation to support oversight and building safer communities	Develop and roll out research implementation plan
Increased social cohesion and safer communities	Departmental programmes not aligned or effectively responding to community safety issues	<ol style="list-style-type: none"> <li>1. Implementation of a detailed knowledge management implementation plan</li> <li>2. Rollout research recommendations and research implementation plan.</li> <li>3. Establish a Knowledge Management Committee to implement the Knowledge management strategy plan</li> <li>4. Monitoring implementation of research findings by the Committee</li> </ol>
	Minimal participation by members of the community in the fight against crime	<p>Build stronger relations with the traditional leadership</p> <p>Engage members of the community especially the Youth bracket through the departmental Youth Desk (organising Sports and or Music against crime that will bring together the youth)</p> <p>Strengthening Social Networks (WhatsApp) and institutionalising community fora (CSF, CPF, Street and Village Committees, Neighborhood watches)</p> <p>Capacity building for community safety structures</p>
	Silo- approach to the threats facing communities	Establish partnerships with departments, institutions of higher learning, NGOs and municipalities
Integrated and effective Criminal Justice System	Limited Justice Cluster Stakeholder Collaboration impacting adversely on Community Safety matters.	<ol style="list-style-type: none"> <li>1. Strengthening the JCPS Cluster</li> <li>2. Engage wider range of potential partners and develop new partnerships both government &amp; private sectors (old mutual, NGO's) on community safety matters eg Gender Based Violence &amp; Femicide (GBV&amp;F).</li> <li>3. Advocacy (Engage and advise) the SAPS, Correctional Services and Justice departments on the importance of automation of systems.</li> <li>4. Inclusion of the JCPS Cluster to be part of their performance agreement)</li> <li>5. Engage and advise both the department of Correctional Services and the SAPS on the importance of security management in all facilities where prisoners are incarcerated.</li> <li>6. Co-ordinating meetings of the JCPS Cluster.</li> <li>7. Implementation of the programme of the cluster.</li> </ol>

## 5. Public Entities

The department of Community Safety has no public entities.



The cover page features a white background with several geometric shapes. A vertical grey bar is on the left side. A horizontal green bar is positioned in the upper middle section, containing the title text. Below the green bar is a grey rectangular block. At the bottom, there is a large, abstract shape composed of a green triangle pointing upwards and a grey triangle pointing downwards, meeting at a horizontal line.

PART D  
TECHNICAL INDICATOR  
DESCRIPTIONS (TIDs)



# 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	2.1.1 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

Indicator title	3.1.1 Improved Criminal Justice System
Definition	This refers to the improvement of the Criminal Justice System through the implementation of the Court Watch Brief Programme
Source of data	Court Watch Brief reports which include the number of case brought back to the court roll for review and conclusion
Method of calculation or assessment	Simple
Assumptions	Accessibility and availability of information and reports
Disaggregation of beneficiaries (where applicable)	All communities including women, youth and people with disabilities
Spatial transformation (where applicable)	Not applicable
Desired performance	Improved CJS
Indicator responsibility	Chief Director – Community Safety

Indicator title	4.1.1 Number of functional community safety structures
Definition	This refers to the number of functional community safety and community police forums and street/village communities
Source of data	CSF, CPF Monitoring Tools, Assessment Reports, established street/ village committees
Method of calculation or assessment	Simple count
Assumptions	Accessibility and availability of information and reports
Disaggregation of Beneficiaries	All communities including women, youth and people with disabilities
Spatial Transformation	Not applicable
Calculation type	Non-Cumulative
Desired performance	Safer communities
Indicator responsibility	Chief Director – Community Safety

# ANNEXURES TO THE STRATEGIC PLAN

## Annexure A: District Development Model

### District Development Model Projects (Infrastructure and Non-Infrastructure Projects)

Institution	Strategic Focus	Transformation Area	Project Name	Sector	Project Description	Location:	Project Value	Funding (Budgeted for/not)	Project Duration	Implementation Partners
Department of Community Safety	Increased social cohesion and safer communities	Social transformation	Functional community safety structures	Safety and Security	Facilitate functional Community Safety Fora, Community Police Fora, Street / Village Committee	Alfred Ndzo, Amathole, Buffalo City, Chris Hani, Joe Gqabi, Nelson Mandela, OR Tambo and Sarah Baartman	R265 620	Equitable share	5 years	Municipalities, all sector departments, NGO's, traditional Leaders/Authorities, Faith Based Organisations(FBO) and Community Based Organisations(CBO)
Department of Community Safety	Increased social cohesion and safer communities	Social transformation	Expanded Public Works Programme (School Safety)	Safety and Security	Deployment of Safety Patrols at identified schools that are vulnerable to criminal activities and poverty stricken areas.	Alfred Ndzo, Amathole, Buffalo City, Chris Hani, Joe Gqabi, Nelson Mandela, OR Tambo and Sarah Baartman	R2 100 000	Conditional grant and equitable share	5 years	Municipalities, all sector departments, NGO's, traditional Leaders/Authorities, Faith Based Organisations(FBO) and Community Based Organisations(CBO)
Department of Community Safety	Increased social cohesion and safer communities	Social transformation	Community Mobilisation against crime	Safety and Security	Focusing on relevant safety challenges such as stock theft, GBV, substance abuse through integrated intervention to change situation.	Alfred Ndzo, Amathole, Buffalo City, Chris Hani, Joe Gqabi, Nelson Mandela, OR Tambo and Sarah Baartman	R1 109 800	Equitable share	5 years	Municipalities, all sector departments, NGO's, traditional Leaders/Authorities, Faith Based Organisations (FBO) and Community Based Organisations (CBO)
Department of Community Safety	Increased social cohesion and safer communities	Social transformation	Policing Accountability engagements	Safety and Security	Holding members of the SAPS and Metro Police accountable to communities through community participation sessions	Alfred Ndzo, Amathole, Buffalo City, Chris Hani, Joe Gqabi, Nelson Mandela, OR Tambo and Sarah Baartman	R1 099 000	Equitable share	5 years	JCPS partners – NPA, Correctional Services, Department of Social Development, SAPS, Department of Justice
Department of Community Safety	Increased social cohesion and safer communities	Social transformation	Courtwatching brief programme	Safety and Security	Oversight of SAPS inefficiencies in terms of GBV and other priority crimes cases that were struck off the court roll/ withdrawn	Alfred Ndzo, Amathole, Buffalo City, Chris Hani, Joe Gqabi, Nelson Mandela, OR Tambo and Sarah Baartman	R130 000	Equitable share	5 years	NPA, Department of Justice, SAPS

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

The Department of Community Safety through the District Managers are participating in the District Development Structures where they are already existing and functional. Given that our department does not deliver physical service but play an oversight role over the South African Police Service (SAPS) and Metro Police, it has identified the above areas as a niche for intervention. It is our firm view that the socio-economic service delivery initiatives can only make an impact and be sustainable in an environment where people are and feel safe. We want to place citizens at the centre of their own development and safety as we contribute to the goal of a safer Eastern Cape community.

### Annexure B: Consolidated Indicators

Institution	Outcome Indicator	Five Year Target	Data Source
Department of Community Safety	1.1.1: Unqualified audit opinion	Unqualified audit opinion	Financial statements, quarterly performance reports, annual performance information
	2.1.1: Number of recommendations implemented	100%	Recommendation implementation record
	3.1.1: Improved Criminal Justice System	Improved level of existing and functional CPF, CSF and street/ village committees Improvement in crime statistics on GBV, Violence and murder	Court Watch Brief reports which include the number of case brought back to the court roll for review and conclusion
	4.1.1: Number of functionality community safety structures	Functional community safety structures Improved community safety and reduction in crime	CSF, CPF Monitoring Tools, Assessment Reports, established street/ village committees







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COMMUNITY SAFETY

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