



Province of the  
**EASTERN CAPE**

**SAFETY & LIASON**

# **SERVICE DELIVERY IMPROVEMENT PLAN**

**01 APRIL 2015 - 31 MARCH 2018**

*Building Safer Communities*





# INTRODUCTION

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

This mandate has not changed since the publication of the Medium Term Strategic Framework and the Departmental Strategic Plan for 2015-2019. A number of strategic priorities for the sector has been identified in Outcome 3 of the National Outcomes framework. The Department's Annual Performance Plan identifies key priorities in line with the enactment of the Civilian Secretariat for Police Service Act and the dependent Police Investigative Directorate Act, namely:

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

## PROCESS

In developing this SDIP, the department consulted vastly with all the two (2) programs and employees. The department has developed the strategic plan document for 2015-2019 and this has formed the basis for the situation analysis. In addition, the Annual Performance Plan and Operational Plan documents of the department were developed. It is through these documents that the key services were identified and defined. It is also important to note that all programs were consulted for inputs during the planning session held in January 2015

**VISION :** A crime free and safe Eastern Cape.

**MISSION :** To build Safer Communities through Civilian Oversight of the Police and community participation in crime prevention.

## **VALUES**

- **Service excellence**

The Department of Safety & Liaison is committed to ensuring productivity by applying best work methods to render excellent services to communities

- **Accountability**

The Department of Safety & Liaison is committed to accepting accountability to oversight structures and the community, desires to perform well in rendering services to stakeholders and the utilization of the allocated resources

- **Integrity**

The Department is committed to sound business practices that are honest and disassociated from all forms of corruption & unethical conduct.

- **Value for money**

We are committed to providing opportunities for growth that will enhance empowerment of its workers as well as efficient service delivery.

- **Equity**

We are committed to fair distribution of resources and services for the benefit of internal and external stakeholders

## LEGAL MANDATE

The legal mandate of the Department is to:

1. Monitor police conduct;
2. Oversee the effectiveness and efficiency of the police service, including receiving reports on the police service;
3. Promote good relations between the police and the community;
4. Assess the effectiveness of visible policing; and
5. Liaise with the Cabinet member/s responsible for policing with respect to crime and policing in the province.

## LIST OF SERVICES

- Monitoring SAPS conduct
- Conducting Research in relation to Safety and Security
- Mobilizing Communities against Crime
- Strengthening Partnerships to Fight Crime

## KEY SERVICES

- Monitoring of SAPS conduct
- Mobilizing Communities against crime
- Research into safety and security matters and defining new protocols

## SITUATIONAL ANALYSES

The National Development Plan envisages that in 2030, people living in South Africa will feel safe and have no fear of crime. Achieving this vision requires a well-functioning criminal justice system. The Department of Safety and Liaison is responsible among other mandates to coordinate the implementation of Provincial Crime Prevention Strategy.

During 2013/14 the JCPS Cluster was dissolved to form part of the social transformation cluster. This initiative was intended to enhance integration in the implementation of crime prevention programmes as required by the PCPS. The department is also tasked with the obligation to provide civilian oversight over SAPS, to build community police relations and to involve and engage citizens in crime prevention programmes and strategies. In realizing this mandate the Department needs to work in support of the Civilian Secretariat for Police and implement the Civilian Secretariat for Police Act 2 of 2011.

The department has been challenged by the absence of capacity in the Civilian Oversight and Research Units. A Senior Manager for Civilian Oversight and Senior Manager in the Research Units have since been

appointed. The Department has established formal relations with the Independence Police Investigative Directorate in order to enhance the complaints management system by receiving and analyzing IPID recommendations and following them up with SAPS to ensure that they are addressed.

The services of the Department are rendered through the Head Office and seven (7) district offices. Amathole and Buffalo City are still combined as one (1) district at this stage. Each District Office has 2 Community Liaison Officers who have to do community mobilization and also perform the duty of assessing the functioning of the 195 police stations in the Province and forward recommendations to SAPS. This is a monitoring and evaluation function. Currently the CLOs are not capacitated for this function as they do not have adequate expertise in monitoring and evaluation. The effectiveness of the oversight that the department does over SAPS will assist in making SAPS more effective in the fight against crime.

This can only be possible when recommendations by the Department are taken into consideration and implemented by the SAPS. The 195 police stations are clustered into 27 clusters to ensure coordination and efficient use of resources. Though the establishment of District Offices is generic, distribution of police stations is not in line with municipal demarcations. Office space continues to be a challenge in the department.

Department of Road and Public Works has allocated some District Offices in premises that are shared with other departments. This arrangement makes it difficult to fully resource the district offices in some instances. The Department is required to implement the Civilian Secretariat Act 2 of 2011 which among other issues requires it to conduct research on Safety and Security issues. Research is a specialised and costly field. It requires the Department to acquire the necessary skills and capabilities.

In response to this challenge, the department has signed an agreement with the University of Fort Hare to assist with the required human resources and expertise. The Department is also in terms of the act required to promote community police relations and establish partnerships. Practically, the act is being implemented through the sector specific indicators which the Department is required to implement and report to the Civilian Secretariat. These indicators are aligned with the fight against crime and corruption within the National Programme of Action, and have found further expression in the plan for Programme 2.

The implementation of Rural Safety Strategy has in the past been narrowed to reporting on stock theft. Though stock theft is still a major problem for many people in the rural part of the province, rural safety has to be broadened to focus on the overall safety of the people in the rural areas. Incidents of killings and rape of elderly people in the rural areas are an indication that rural safety has to be enhanced. The department focuses on community involvement in combating crime and disorder.

Community policing provides an excellent platform for government and the police to know the needs of their "clients" and attend to them. Community Police Forum (CPF) is in its nineteenth (19th) year of existence this year (2016). It is a challenge to sustain these structures as members are mostly volunteers who keep seeking employment and when they get jobs they leave the forum. The CPFs are currently supported by the Department though their mandate is within the Police Act. The department acknowledges the contribution

that the CPF's make in the fight against Crime and the Department will find a model that will be best suited to fund the CPF structure.

The Independent Police Investigative Directorate Act 1 of 2011 requires the Department to monitor the implementation of the Domestic Violence Act. Community safety programme designs should address the safety of women, children and vulnerable groups.

During the unannounced and Service Delivery Evaluations' (SDE) visits, it was observed that not all officers in the police stations are trained in handling and responding to Domestic Violence and that not all police stations have victim friendly facilities.

The Department will strengthen its partnership with department of Social Development to focus on victim empowerment and enhancement of victim support centres at police stations. Though the relationship between drugs, alcohol and violence requires an in-depth study, it is evident that some of the acts of domestic violence are linked to abuse of alcohol and other intoxicating substances. The Department has finalised consultations towards the review of the Liquor Act by DEDEAT.

The Department begins the term in an environment where crime patterns have the following key features

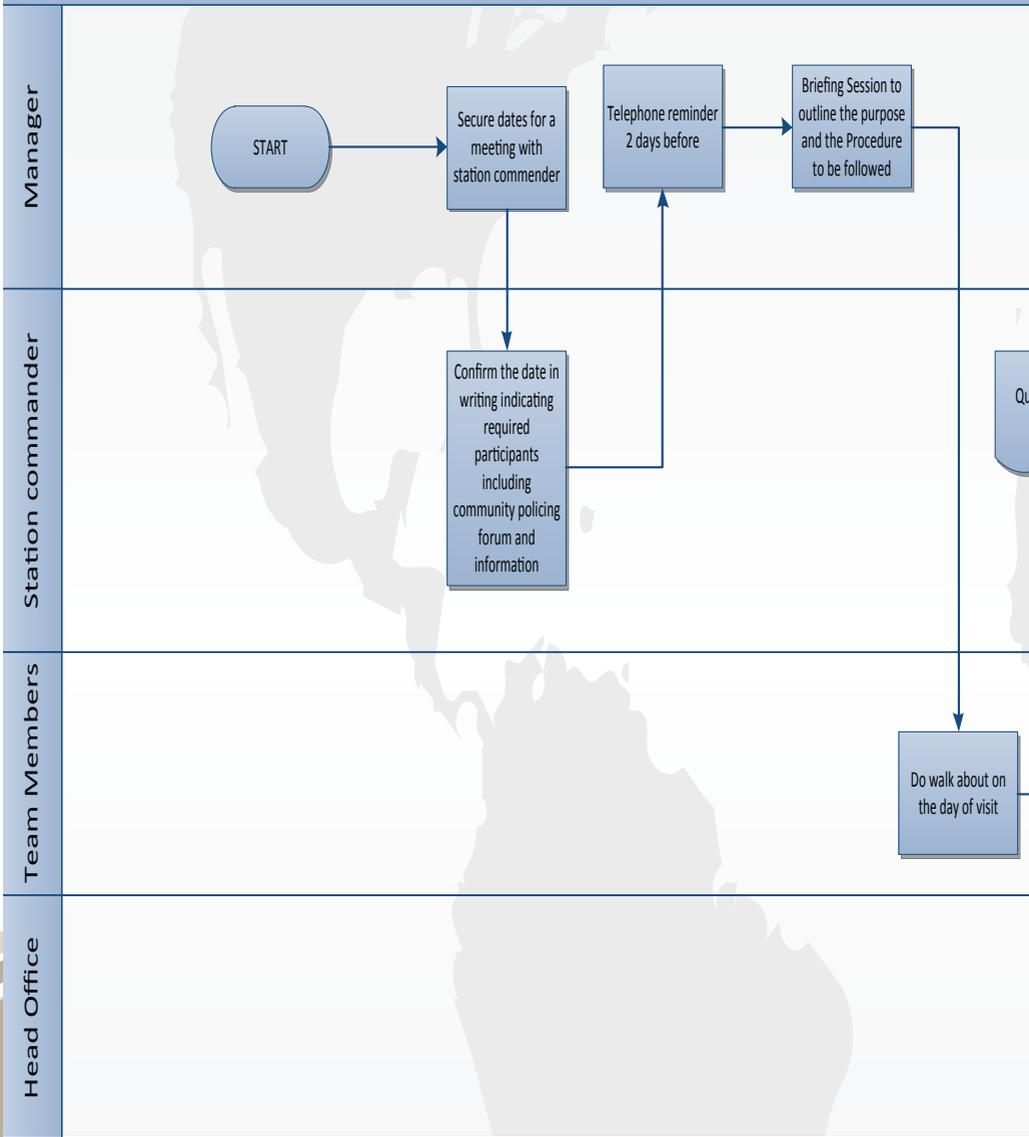
- Interpersonal violence is the crime category of most concern – rape, assaults, murder and robberies.
- Assaults and sexual violence against women and children are of particular concern.
- Most violent crime takes place between people who know each other in some way.
- Most Interpersonal violence involves prior consumption of alcohol.
- Corruption involving government officials is a major problem, and perceptions of corruption impact negatively on investor confidence and on economic growth prospects for the province.

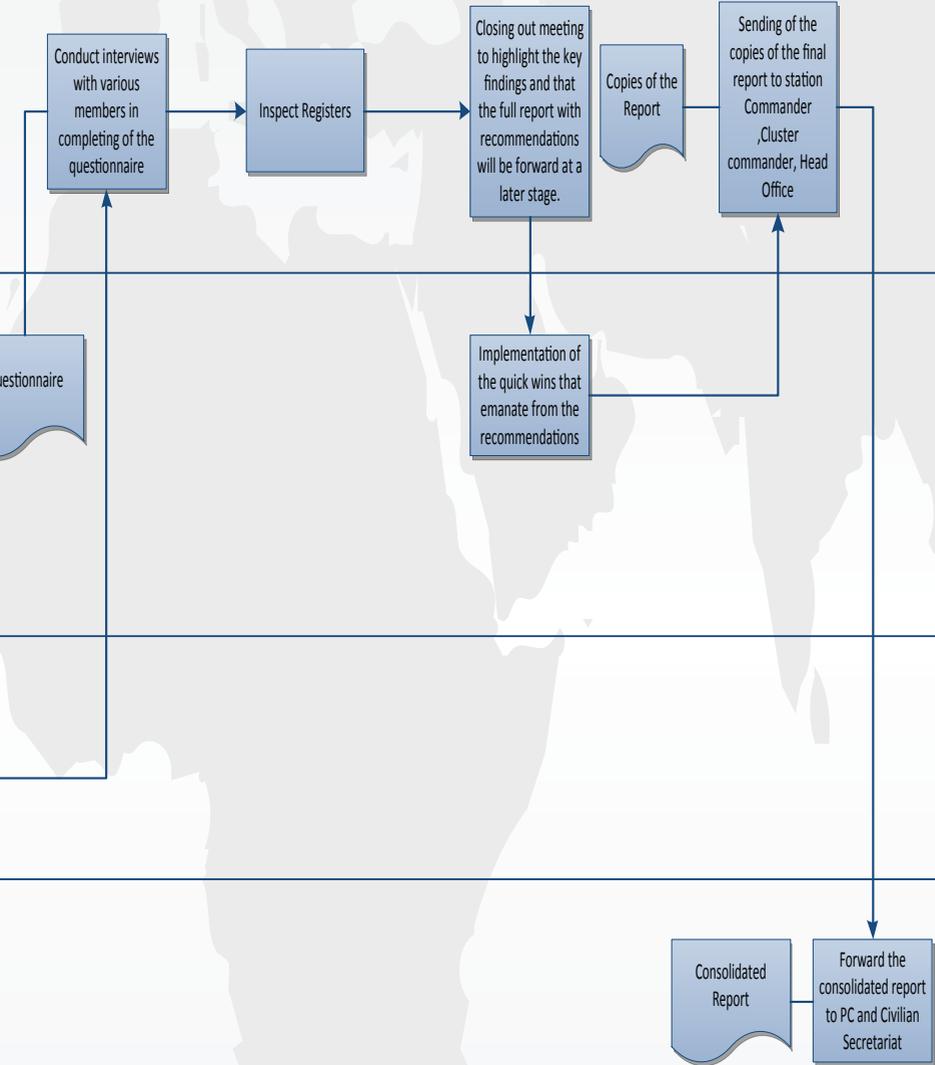
The department has over the years been conducting police oversight which includes station evaluation and these did not yield the desired results as we would find the status quo remains after a visit to a particular station. In strengthening oversight the department decided to embark on follow up visits which will ensure that the recommendations made have been implemented. Also one of the key responsibilities of the Department is to ensure that there is maximum participation of local municipalities in crime prevention initiatives. This is done through the facilitation and monitoring of establishment of Community Safety Forum's. A lot of ground has been covered over the years in establishing these structures however there is still a challenge in the sustainability of CSF's as municipalities do not view this as their responsibility.

# PROBLEM STATEMENT: NON SUSTAINABILITY OF CSF'S BUSINESS PROCESSES:

## 1. ASSESS SAPS SERVICE DELIVERY/OPERATIONS

Title: Assess SAP service delivery /operations

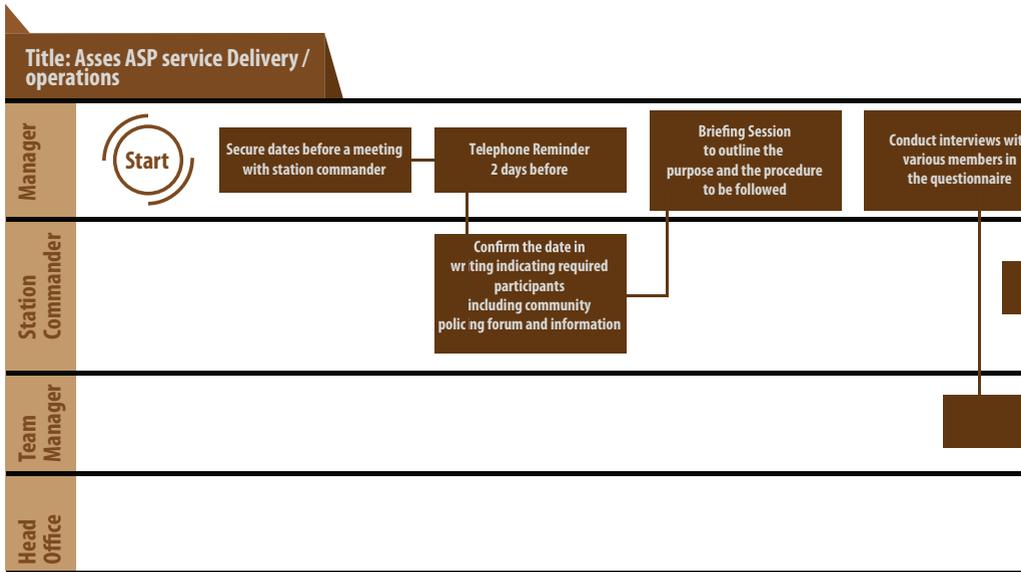


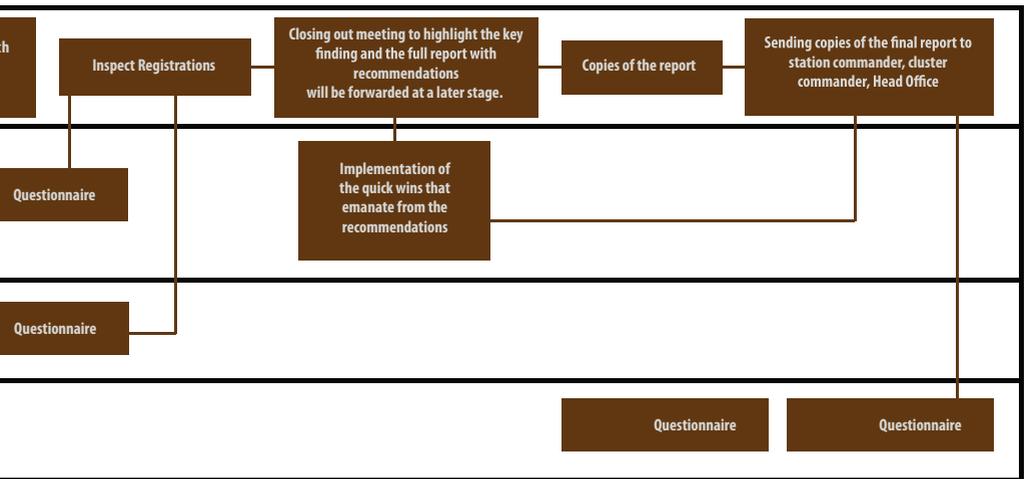


## 2. FACILITATE AND MONITOR ESTABLISHMENT OF CSF'S

Conduct a session with the municipality to discuss the establishment of the structure (Municipal Manager, Community Safety Manager and Director Community Safety at the Municipality )

- Call a meeting which is composed of all stake holders to outline the concept. Director
- Submit the nominated structure to council (Director)
- Develop a safety plan and submit to council (Director)
- Launch the forum (Director Community Safety & Municipal representative)





KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		2015/2016		2016/2017	2017/2018
Assess SAPS service delivery/operations	SAPS Communities Other Government Departments	Quantity	100 police stations evaluated	97policestations evaluated	97policestations evaluated
		Quality	Utilizing the Civilian Secretariat Monitoring & Evaluation Tool to measure compliance to policy and national instructions	To utilize the Civilian Secretariat National Monitoring & Evaluation Tool to measure compliance to policy and national instructions	To utilize the Civilian Secretariat National Monitoring & Evaluation Tool to measure compliance to policy and national instructions
		Consultation	Provincial Commissioner and CSC Manager are informed in writing of assessment findings quarterly	Quarterly presentations on assessment findings and recommendations to be made to the Provincial Commissioner and CSC Manager	Quarterly presentations on assessment findings and recommendations to be made to the Provincial Commissioner and CSC Manager
		Service Standards	Station Evaluation conducted within 2 days per Police Station	Station Evaluations to be conducted within 1 day per Police Station	Station Evaluations are conducted within 2 days per Police Station
		Access	Assessment findings and recommendations made available to SAPS management	Assessment findings and recommendations to be made available to SAPS management and officials in the CSC	Assessment findings and recommendations to be made available to SAPS management and officials in the CSC
		Courtesy	Officials at the Police Stations are treated with respect. Station Evaluation Tool is explained prior to conducting assessment.	Officials at the Police Stations to be treated with respect at all times. Station Evaluation Tool is explained prior to conducting assessment.	Officials at the Police Stations to be treated with respect at all times. Station Evaluation Tool is explained prior to conducting assessment.
		Openness & Transparency	Station Evaluation Tool is explained prior to conducting assessment. Station Evaluation reports are forwarded to Provincial Commissioner, CSC Manager	Station Evaluation Tool is explained prior to conducting assessment. Station Evaluation reports to be forwarded to Provincial Commissioner, CSC Manager	Station Evaluation Tool is explained prior to conducting assessment. Station Evaluation reports to be forwarded to Provincial Commissioner, CSC Manager
		Information	Station Evaluation reports are availed to Provincial Commissioner, CSC Manager	Station Evaluation reports are availed to Provincial Commissioner, CSC Manager	Station Evaluation reports are availed to Provincial Commissioner, CSC Manager
		Value for Money	Station Evaluations are conducted simultaneously with other activities	Department impress on the implementation of the recommendations immediately after issuing Evaluation Report	Department impress on the implementation of the recommendations immediately after issuing Evaluation Report
		Redress	Accountability meetings are held quarterly in order to discuss service delivery challenges	Obtain feedback quarterly from Provincial Commissioner on implemented recommendations	Obtain feedback quarterly from Provincial Commissioner on implemented recommendations

KEY SERVICES	SERVICE BENEFICIARY	CURRENT STANDARD		DESIRED STANDARD	
		2015/2016		2016/2017	2017/2018
Facilitate and monitor establishment of CSF's	<ul style="list-style-type: none"> <li>▪ SAPS</li> <li>▪ Local Municipalities</li> <li>▪ Communities</li> <li>▪ National Secretariat</li> <li>▪ NGO's</li> </ul>	Quantity	CSF's established and supported	CSF's established and supported	CSF's established and supported
		Quality		Continue conducting biannually campaigns that are relevant to prevailing crime situations	Continue conducting biannually campaigns that are relevant to prevailing crime situations
		Consultation	Public meetings held through CSF's per Local Municipality	Public meetings held through CSF's per Local Municipality	Public meetings held through CSF's per Local Municipality
		Access	Campaigns are open to all stakeholders in a local municipality	Campaigns are open to all stakeholders in a local municipality	Campaigns are open to all stakeholders in a local municipality
		Service Standards	Campaigns are held bi monthly	Campaigns are held bi monthly	Campaigns are held bi monthly
		Courtesy	Notices for meetings are served directly to targeted invitees	Notices for meetings to be followed up with telephonic reminders	Notices for meetings to be followed up with telephonic reminders
		Open & Transparency	Campaigns are advertised via print media. Local municipality also spread information	Campaigns are advertised via print media. Local municipality also spread information	Campaigns are advertised via print media. Local municipality also spread information
		Information	CSFs are informed via electronic and print media.	CSFs are informed via electronic and print media.	CSFs are informed via electronic and print media.
		Value for money	Organize campaigns through partnership with private sector and NGO's, CBO's Etc	Organize campaigns through partnership with private sector and NGO's, CBO's Etc	Organize campaigns through partnership with private sector and NGO's, CBO's Etc
		Redress	Accountability meetings are held in order to discuss impact of these campaigns	An Impact Assessment of Campaigns be conducted	An Impact Assessment of Campaigns be conducted
		Time:	Activities to be aligned with APP		
Cost:	Travel Allowance				
Human Resources:	Communities to be involved				

**Signatories:**



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**Ms N. Mosehana**

**HEAD OF DEPARTMENT**



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**Honourable W. Tikana**

**MEMBER OF THE EXECUTIVE COUNCIL**

**Name of SDIP Champion: Mr Bongani Mlambo**

**Contact Details : 040 635 0452**

## DISTRICT OFFICE'S CONTACT DETAILS

DISTRICT	DISTRICT HEAD	ADDRESS	CONTACT DETAILS
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Cacadu	Mr M Dyasi	Nosi Building Govern Mbeki Avenue Second Floor Port Elizabeth 6000	041 582 4810 / 082 571 0090
Chris Hani	Mr S Sikwebu	11 zeiler street queenstown 6230	045 083 97057 / 079 494 3744
Joe Gqabi	MR M Mathumbu	5 Durban Street Aliwal North 9750	051 634 1985 / 079 494 3744
Nelson Mandela	Ms N Makhaphela	Nosi Building Govern Mbeki Avenue Second Floor Port Elizabeth 6000	041 582 4810 / 078 122 44 360
OR Tambo	Mr F Hintsa	K D Matanzima Building Owen Street Umtata 5099	047 531 5088 / 079 808 6670

