



Western Cape
Government

RESPONSE TO SOCIAL UNREST

A WHOLE OF SOCIETY VEHICLE TO INCREASE SAFETY

SAFETY PLAN TO ADDRESS SOCIAL UNREST

- Social unrest can be described as:
 - A risk that poses a threat to society; OR as
 - An opportunity for positive change / development.
- Its Triggers and Drivers must be identified
- Policy options to be developed on how to:
 - avoid;
 - mitigate; or
 - handle social unrest.
- Local Govt needs to consider what possible interventions will de-escalate the conflict/ or even avoid the social unrest

SOCIAL UNREST: escalates in 3 phases

1. Collective feeling of dissatisfaction, as a result of:

- mismanagement – blame someone/ institution;
- perceived injustice – unfair treatment;
- lack of trust.

2. Ability of collective actors to:

- organise the protest;
- translate their anger into collective action;
- manage the logistics.

3. Inability of the public officials to:

- deal with the protest;
- engage in dialogue; or
- use means (even force) to demotivate protestors to mobilise further.

IMPORTANT: Triggers can be amplified by mass media and/or absence of a mediator(s).

REASONS FOR SOCIAL UNREST: POOR GOVERNANCE

No council meetings, decisions, direction

Inadequate community engagement

Political infighting/opportunism

Inadequate responses to dissatisfaction

Poor communication/lack of transparency

Dysfunctional ward committees, no record keeping

Lack of effective complaints management

No coherent system in place to measure service delivery or the quality of the client interface

REASONS FOR SOCIAL UNREST: INEFFECTIVE MANAGEMENT

Poor Governance	Ineffective management
	Ineffective financial control
	Corruption/nepotism
Environmental degradation	Access to water, land/housing administration, mismanagement of waiting list/subsidies/application forms
Failed infrastructure	Continuous complaints about service delivery & housing issues
Economic Failures	Affordability issues, non-payment, municipal cash flow problems
	Lack of appropriate local economic and youth development

NEED FOR EARLY WARNING SYSTEM

Who is best placed to detect early warning signs?

Councillors & Ward Committees	CPF, NHW	Fin. indicators – inability to spend all conditional grants
Law enforcement, Traffic, Disaster Risk Management, IDP	CDWs	Abuse of the section 36 system
Media (printed, social, radio)	Office responsible to issue permits for marches	Timeous submission of returns/reports to Treasury & Cogta Dept.
SAPS intelligence, NIA	All other committees	Staff expenses not to exceed 30% of entire budget

INSTITUTIONALISING MEDIATION

A range of instruments can assist:

1. the effective use of ward committees;
2. An appropriate complaints management system;
3. feedback systems that work;
4. client satisfaction surveys;
5. complaints to be remedied when still manageable/
not allowed to fester to create public frustration that
is uncontrollable; and
6. institutional arrangements (SOP) must be in place to
deal with violent protests.

DISTRICT MUNICIPALITY'S ROLE

Mediation:

- Determine criteria used for recruitment of mediators
- Decide on selection processes
- Decide on type of appointment
- Coordination of programme
- Catering, training, travel arrangements & expenses
- Money for third party interventions

DM to establish:

- Mediation team; and a
- Tactical response team (partners: SAPS, law enforcement at the municipality, province, disaster risk management, traffic & LG coordinator)

INSTITUTIONALISING MEDIATION – TRAINING

Mediators to be trained in:

- detection of early warning signs;
- violence/social crime prevention;
- mediation skills – including:
 - neutrality of the 3rd party;
 - determining the communities' preference re mediator/s;
 - awareness of own dominance and how you perceived;
 - pitfalls to look out for.
- Terms of reference/ profile/ skills/ attributes of persons eligible for recruitment as mediators needed.

INSTITUTIONALISING MEDIATION - LG

- Creation of a dedicated conflict management team at local government level;
- Ideally small team of about three people;
- Team members chosen from community members who:
 - are acceptable to the community at large; and
 - have demonstrated themselves to be impartial
- Proposal: such a team might consist of e.g. one elected councillor, one municipal official, and a member of civil society residing within the community.

ENQUIRIES:

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Thank you