DEPARTMENT OF COMMUNITY SAFETY

GAUTENG PROVINCIAL GOVERNMENT, SOUTH AFRICA

64 Pritchard Street, Johannesburg 2001, South Africa Tel: +27 11 689 3600   Fax: +27 11 689 3650

GAUTENG SAFETY STRATEGY
List of acronyms

AARTO: Administrative Adjudication of Traffic Offences
CPTED: Crime Prevention Through Environmental Design
CJS: Criminal Justice Cluster
CPF: Community Policing Forum
CSF: Community Safety Forum
DCS: Department of Community Safety
EMPD: Ekurhuleni Metropolitan Police Department
TMPD: Tshwane Metropolitan Police Department
GBV: Gender Based Violence
GIPPS: Gauteng Information on Police Performance System
GISCC: Gauteng Intergovernmental Safety Co-ordinating Committee
GRSS: Gauteng Road Safety Strategy
GSS: Gauteng Safety Strategy
JMPD: Johannesburg Metropolitan Police
LEAs: Law Enforcement Agencies
M&E: Monitoring and Evaluation
MPDs: Municipal Police Departments
MTSF: Medium Term Strategic Framework
NCPS: National Crime Prevention Strategy
NDP: National Development Plan
NGOs: Non-governmental Organisations
PC: Provincial Commissioner
PCC: Policing Co-ordinating Committee
PSC: Public Service Commission
RMPS: Regulations for Municipal Police Services
RTMC: Road Traffic Management Corporation
SAPS: South African Police Service
SMMEs: Small, Medium and Micro Enterprises
TMG: Traffic Management Gauteng
Traffstats: Traffics Statistics Model
VRU: Vulnerable Road Users
UNODC: United Nations Office on Drugs and Crime
WHO: World Health Organisation
Introduction

In 2006, the Gauteng Department of Community Safety developed a Gauteng Safety Strategy 2006-2014, which was aimed at providing a coherent framework that would guide public, private and civil-society organisations throughout the province towards activities and interventions that would sustainably reduce crime. The strategy focused on four pillars whose ultimate aim were to improve the quality of policing in the province, promote social crime prevention, provide for institutional arrangements to support social crime prevention and encourage community participation. At the same time, the Department developed the Gauteng Road Safety Strategy which intended to guide the province on reduction of road accidents and fatalities. The strategy was underpinned by five focus areas, namely, engineering, enforcement, education, emergency services and evaluation. The closure of the strategy in 2014 therefore necessitated a review which subsequently justified re-formulation of a new strategy.

There have been demographic changes in Gauteng due to urbanisation and in-ward migration. Along with migration come challenges of human settlements, infrastructure, water and sanitation as well as unemployment. For instance, the population in Gauteng was standing at 9.5 million in 2006, when the previous Gauteng Safety Strategy was developed. As at 2011, the population stood at 12.9 million, which made up 23.71% of the total population in South Africa, yet it only occupies 1.5% of the country’s land area (see insert below). Current, population estimates are 12 914 800, which is 23.9% of the South African population. Figure 1 below illustrates this.
A striking observation is that even though Gauteng is the smallest of all the provinces, it has the most population in the whole country. The population increased by 15% from 2007 to 2011. Forty-nine point six percent of the Gauteng population are people who have been born and bred in Gauteng, 33.9% accounts for people who came from other provinces and 15.2% are foreign nationals. The migration figures are shown in the table below. In 2006, life expectancy was 49 years whereas currently (in 2015) it stands at 60.

<table>
<thead>
<tr>
<th>Previous province of residence</th>
<th>In-migration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northern Cape</td>
<td>16019</td>
</tr>
<tr>
<td>Western Cape</td>
<td>50964</td>
</tr>
<tr>
<td>Free State</td>
<td>74387</td>
</tr>
<tr>
<td>North West</td>
<td>103550</td>
</tr>
<tr>
<td>Eastern Cape</td>
<td>117964</td>
</tr>
<tr>
<td>Mpumalanga</td>
<td>122578</td>
</tr>
<tr>
<td>KwaZulu-Natal</td>
<td>184337</td>
</tr>
<tr>
<td>Limpopo</td>
<td>283495</td>
</tr>
<tr>
<td>Outside South Africa</td>
<td>487118</td>
</tr>
</tbody>
</table>

The total in-migration between 2001 and 2011 was 1440142 and out-migration over the same period was 402271 giving a net migration of +1037871, which is greater than that
of any other province. The graphs below illustrate the demographic distribution of the population per population group, municipality and education.

Source: Census 2011 (P0301.4)

Source: Census 2011 (P0301.4)
Source: Census 2011 (P0301.4)

**Figure 4: Municipal distribution per population group (Coloured)**

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Sedibeng</th>
<th>Westrand</th>
<th>Ekurhuleni</th>
<th>City of Johannesburg</th>
<th>City of Tshwane</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source</td>
<td>3%</td>
<td>5%</td>
<td>20%</td>
<td>58%</td>
<td>14%</td>
</tr>
</tbody>
</table>

Source: Census 2011 (P0301.4)

**Figure 5: Municipal distribution per population group (Asian/Indian)**

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Sedibeng</th>
<th>Westrand</th>
<th>Ekurhuleni</th>
<th>City of Johannesburg</th>
<th>City of Tshwane</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source</td>
<td>2%</td>
<td>3%</td>
<td>19%</td>
<td>61%</td>
<td>15%</td>
</tr>
</tbody>
</table>

Source: Census 2011 (P0301.4)
The province of Gauteng is the economic hub of the country; hence the increase in the number of formal and informal settlements. According to the National Housing Development Agency formal dwellings increased by 1 043 437 between 2001 and 2011. In 2011, 80% of settlements were categorized as formal while 20% were informal dwellings. Furthermore, data from the 2011 census indicated that there were approximately 306 000 households living in backyard shacks compared to 193 000 in 2001. Thus, the number of households living in backyard shacks increased at a rate of ...
4.7% per annum. The total number of households living in backyard shacks and informal dwellings was 739,758 in 2011.

Due to dynamics mentioned earlier, the 2006 strategy made some strides although more still needed to be done. Amongst the successes of the 2006 strategy, the quality of policing was enhanced through interventions such as the Gauteng Information on Police Performance System (GIPPS), development and implementation of the Gauteng Aggravated Robbery Strategy and mobilization of different sectors of the Gauteng community. Other interventions such as Men as Safety Promoters, Prison Tours, docket audits and Quarterly Review Sessions with Law Enforcement Agencies bore fruition on issues of safety in Gauteng. In addition, some categories of crime decreased as a result of the strategy and other related factors.

Notwithstanding the successes of the strategy, more work could have been done in the areas of institutional arrangements, and in particular, the coordination of the Criminal Justice System (CJS). The CJS coordinating committee was not effective in enhancing cooperation and collaboration between the Department of Justice, South African Police Service and the Department of Community Safety with a view to improving the CJS. The Department did not develop an information management system to give effect to the development of an Early Warning System which would impact on police conduct. In addition, the oversight work of Community Police Forums was not institutionalised at a local level.

Similarly, the demographic changes have had an impact on road safety. For instance, as the population increased, so has the number of vehicles (both registered and unregistered) on the roads of Gauteng. Congestion is increasingly becoming a major problem due to a combination of factors ranging from an unreliable public transport system and an increasing number of people who buy vehicles and travel individually on a daily basis. Pedestrians are increasingly accounting for a larger proportion of fatalities. The implementation of the Gauteng Road Safety Strategy 2006-2014 was the main contributor towards the province’s achievement of reducing the road fatalities by 30%. Notwithstanding the successes pertaining to the Road Safety Strategy, there were some challenges. One of the challenges relates to the functioning of the Traffic Management Gauteng (TMG) coordinating structure and the insufficient cooperation between law enforcement agencies.

In the next five to fifteen years, the Gauteng Province will be transformed into an integrated city region through the Ten Pillar Programme of radical transformation, modernisation and re-industrialisation. The Gauteng Provincial Government, informed by the Gauteng Premier’s Ten Pillar Programme seeks to align the strategy of the Province to the vision of the fifth administration. These Pillars are:

- Pillar 1: Radical economic transformation
- Pillar 2: Decisive spatial transformation
- Pillar 3: Accelerated social transformation
- Pillar 4: Transformation of the state and governance
- Pillar 5: Modernisation of the public service
- Pillar 6: Modernisation of the economy
- Pillar 7: Modernisation of human settlements and urban development
- Pillar 8: Modernisation of public transport infrastructure
- Pillar 9: Re-industrialisation of Gauteng province
- Pillar 10: Taking the lead in Africa’s new industrial revolution

Although this is a province-wide strategy, the Department of Community Safety is the custodian of safety as per its legislative mandate. The mandate of the Department is to improve safety in Gauteng. This shall be achieved through rigorous implementation of the following pillars:

- Pillar 1: Radical economic transformation
- Pillar 4: Transformation of the state and governance
- Pillar 6: Modernisation of the economy
- Pillar 8: Modernisation of public transport infrastructure

The 2014-2019 Gauteng Safety Strategy follows a consolidated approach in that it deals with crime related safety issues as well as road safety. Unlike the previous period of the strategy where the crime prevention issues were contained in the Safety Strategy whilst the road safety issues were contained in the Road Safety Strategy 2006-2014, the current strategy combines both. The combination of the two previous strategies is justified by the fact that safety is a cross-cutting issue which involves a myriad of stakeholders. Although the old road safety strategy did not follow a pillar approach, the current strategy developed pillars pertaining to road safety. These pillars of the current strategy are adequately portrayed in the conceptual framework (Figure 13). The key driver of the both these strategies were the Take Charge Campaign, which advocated for safety ambassadors in all communities of Gauteng.

**Legislation and mandate**

This strategy is developed at a time when the legislative terrain is different from the one in 2006 when the previous strategy was developed. This is due to the fact that there are
new pieces of legislation that were developed after the 2006 Gauteng Safety Strategy and Gauteng Road Safety Strategy were finalised. This therefore means that the current strategy had to take some of the required changes into cognizance due to developments in the legislative landscape. The most critical legislative and policy issues that impacted on the current strategy includes the Civilian Secretariat of Police Service Act 2 of 2011, the National Development Plan 2030 as well as the Gauteng Premier’s Ten Pillar Programme. Although there are other legislative and policy issues which came to the fore after the finalisation of the 2006 strategies, these issues did not lead to significant changes in the review of the 2006 strategies and the consequent formulation of the current strategy. Generally, the issues of safety in Gauteng and elsewhere are premised on several pieces of legislation and policies. At the forefront is the constitution, which is the supreme law of the land that guarantees safety and security for all. It is worth noting that the Constitution provides for the establishment of a civilian secretariat in section 204 whilst the Civilian Secretariat of Police Service Act 2 of 2011 provides for the functioning of the Civilian Secretariat and the Provincial Secretariat.

The Department of Community Safety takes responsibility for the performance of the functions of the Provincial Secretariat for Safety and Security, established in terms of the section 1(b) of the South Africa Police Service Act, Act No.68 of 1995, which has since been amended by the Civilian Secretariat for Police Service Act, Act No. 2 of 2011. The function as outlined in the new Act includes, among others, monitoring the performance of the police service and regularly assessing the extent to which the police service has adequate policies and effective systems, and then recommend corrective measures. In addition, the Department performs a police oversight function as outlined in section 206 (3) (a) and (b) of the Constitution of the Republic of South Africa, 1996 (the Constitution), which entitles the province to monitor police conduct and to oversee the effectiveness and efficiency of the police service, including receiving quarterly reports from Law Enforcement Agencies. The mandate of the provincial government to assess the effectiveness of visible policing is contained in section 206 (3) (d) of the Constitution. It is this legislation which provides for a robust oversight and responsiveness of the Law Enforcement Agencies.

In addition, the National Development Plan 2030 advocates for building safer communities and the Department, through this strategy, seeks to pursue that goal. Because safety is a responsibility of national, provincial and local government, this strategy is therefore anchored on the Intergovernmental Relations Framework Act 13 of 2005. The other pertinent legislation is the South African Police Service Act 1995, the Independent Police Investigative Directorate Act 1 of 2011 and the South African Police Service Amendment Act 1998. Legislation which focuses on road safety includes but is not limited to the National Road Traffic Act 96 of 1993, National Land Transport Act 5 of 1999, Administrative Adjudication of Road Traffic Offences Act 46 of 1998 (AARTO), Road Traffic Management Corporation Act 20 of 1999 and Criminal Procedure Act 51 of 1977.
Problem statement

There are a myriad of social ills that confront Gauteng Province, however, crime remains a pressing issue. Although there have been significant achievements in the Province since the advent of democracy in 1994, these achievements continue to be eroded by fluctuating levels of crime. The prevalence of crime in the Province continues to undermine growth and development as well as the revitalisation of the township economy. The main problem which necessitated the development of this strategy is therefore based on the contention that violent, serious property crimes and economic crime remain high. In addition to that, the road fatalities continue to remain at a very high level. The graph overleaf provides an indication of the prevalence of victimisation expressed as a percentage.

Source: Gauteng City Region Observatory (2014)

As can be seen from the graph above the prevalence of victimisation increased slightly from 2009 (21%) to 2011 (23%) and remained stable after that for the Gauteng Province.

Results from the 2013/2014 Victims of Crime Survey\(^1\) indicated that robbery was the type of crime mostly experienced by households in the period from April 2013 to February 2014. This finding was verified by the results from the Policing Needs and Priorities report produced by the Department of Community Safety in the Gauteng Province (DCS, 2015). Additionally, 41.5% of residents from Gauteng Province

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\(^1\) The Victims of Crime Survey is there to complement the findings from the SAPS crime statistics. It is a household-based survey aimed at providing perspectives on crime, law enforcement, judicial processes and correctional services in addition to perceived safety levels.
perceived crime to be on the decrease. With reference to crime in public spaces, 44.1% of the respondents indicated that they are hindered from visiting open spaces and or parks as a result of crime. In addition, 12.6% of respondents indicated that they are prevented from walking to shops as a result of feeling unsafe. 29.5% of respondents felt safe when walking at night, whereas 69.4% mentioned that they did not feel safe at all.

The following graph provides a depiction of some of the results of the Quality of Life survey conducted by the GCRO (Gauteng City Region Observatory). It provides an indication of residents’ perceptions of safety in Gauteng. This is taking into account the fact that the sample size for this study was smaller than the required 10%.

![Figure 9: Service delivery and public safety satisfaction expressed as a percentage](image)

Source: Gauteng City Region Observatory (2014)

When considering police visibility in residential areas, Gauteng had the highest percentage (54.3%) of households who saw law enforcement officers patrolling residential areas on a daily basis. Moreover, 77.1% indicated that the nearest police station was easily accessible (less than 30 min away). With reference to response times, contradictory results were captured. When asked as to the reasons for law enforcement service delivery dissatisfaction 70.1% of respondents indicated that they were dissatisfied with the response time. However, in the subsequent question, 58.2% of respondents indicated that they were satisfied with law enforcement response time. As to service delivery satisfaction, residents from Gauteng Province indicated a
decrease in service delivery satisfaction from 65.3% in 2012 to 59.1% in 2013/2014. Two main reasons cited for the decrease subsumed response time (70.1%) and corruption (68.6%). With reference to corruption 69.3% of households in the Gauteng Province perceived corruption to be on the increase. Three main motivators for paying bribes included speeding up procedures (29.4%), preferential treatment (22.2%) and avoiding fines (25.0%).

In addition the province has been experiencing an increase in the violence used during the commission of crime as well as violence during protests. An example of one of the areas in the province is Sedibeng where protests are marred by violence. Taxi violence is showing worrying trends suggesting it is organised in nature. Crucial is the danger it poses to passengers and the stability of the public transport system in the province.

The Taxi industry in South Africa is one of the oldest self-regulated industries providing public transport services to mostly black community in Gauteng. This industry carries a high number of commuters on a daily basis, and most of these commuters are of the lower economic class. The industry does not receive any subsidy from the government.

The industry is plagued with fierce competition for lucrative routes which gives rise to serious and violent conflicts. These conflicts usually result in injuries and even casualties for passengers and perpetrators of such violent conflicts. This scourge has prompted the Gauteng Provincial Government to regulate the industry through the Gauteng Public Passenger Transport Act which was subsequently repealed by the National Land Transport Act 5 of 1999.

The latter Act brings into existence the Provincial Regulatory Entities that are mainly aimed at receiving and considering applications pertaining to permanent or temporary Operating Licenses. The introduction of these Entities was envisaged to regulate and control the entire Taxi Industry and in the process drastically reduce incidents of taxi violence.

On the other hand, substance abuse, particularly Nyaope, has also become a major problem in the province and has been linked to cable theft, metal infrastructure destruction and common theft in certain instances. There are also instances of increasing gangsterism in the West Rand, for example, Bekkersdal. The province must also pay close attention to the liquor industry regulation as most social crimes are associated with taverns and shebeens where there is little or no regulation.

Gauteng Province is also grappling with the challenge of youth as both perpetrators and victims of crime. This requires specific interventions to be put in place to turn the situation around. In addition, the province is confronted with high levels of violence against vulnerable groups (particularly women and children, people with disabilities and elderly persons). There is therefore a dire need to intensify programmes to protect these groups from victimisation. Furthermore, there is a need to integrate and intensify victim empowerment programmes (VEP) offered by different stakeholders to protect vulnerable groups.
Furthermore, there is a proliferation of illegal mining, particularly in the West Rand and Ekurhuleni areas. Some of the illegal mining activity has been attributed to foreign nationals. Though not significant in the province the Initiation schools are emerging as a problem which needs to be addressed as it affects children, school safety and youth safety.

In the context of Gauteng as a global competitive city region, the province is fast growing and there are increasing instances of a mismatch between the size of the population and the police resources available to them. Compounding this problem, there is a continuous proliferation of informal settlements in the city region. The repercussions of the aforementioned challenge relates to poor infrastructure such as the space between shacks, narrow vehicle access, absence of street lighting, and unnumbered houses as well as unnamed streets. These factors undermine the ability of the LEAs to provide prompt services to members of these communities. It is therefore necessary to promote alignment between the planning processes of the LEAs and the planning processes of the Provincial and Local Government in relation to new infrastructure developments.

Another challenge facing the LEAs is the ability to utilise and integrate crime information systems into decision-making. While the LEAs have access to large amounts of information on crime, it is located in different places and presented in various formats making it difficult to use strategically. A related challenge confronting the LEAs has to do with the coordination of crime intelligence. Gaps in crime intelligence and structural obstacles to the sharing and using of information therefore must be addressed to improve the overall capacity of crime intelligence in the province.

There have been a lot of human settlements along busy highways and arterial roads in the province leading to an increase in pedestrian fatalities. The strategy pays particular attention to arresting this increase. It is crucial that law enforcement agencies are sufficiently resourced to discharge their responsibilities. In particular attention must be paid to resourcing rural policing in the province etc. Equally important is the need for law enforcement managers to manage these resources in a sustainable manner.

It is common knowledge that road traffic crashes are the most catastrophic and unforeseen yet preventable cause of death that can happen to any road user. Studies have confirmed that the majority of road traffic crashes are preceded by road traffic offences or infringements and that causes of accidents can mainly be classified as the road user, the vehicle and the road environment.

Rapid urbanization, increased income level, increasing migration of the rural poor to the urban areas, easy availability of financial assistance from various institutions, availability of latest brands and makes of vehicles due to globalization are some of the reasons contributing to the increase of vehicle usage in the developing countries. However, the infrastructural developments such as the improvement of roads, technology driven
traffic management systems, public transport systems etc. have not developed in pace with the sudden increase in vehicle population.

While, the infrastructural developments are not in pace with the explosion of vehicle population, road user behaviour too contributes towards road safety. Excessive speeding, aggressive driving, reckless or negligent driving, road rage, violation of traffic rules, impaired driving as a result of alcohol and substance abuse are some of the road user behaviours that causes accidents.

**Socio-economic analysis**

Key socio-economic factors prevalent in Gauteng subsume income distribution and unemployment. According to the 2011 Census, 15.7% of Gauteng citizens did not receive any income, whereas 31% of the population are perceived to fall in the middle income group (i.e. R19201 - R38400 & R38 401 - R76 800). Interestingly, only 0.6% of the population could be classified in the very high income bracket (R245 7601). In comparison, in the 2001 census 60.5% of the respondents indicated that they did not receive any income, 8.7% received between R801 and R1600 per annum. The highest income band consisted of 0.1% of the sample. On the other hand, the average unemployment rate in Gauteng Province was 27.2% in 2011. In terms of youth unemployment, the youth unemployment rate for South Africa was over 10% higher than the overall unemployment rate according to the Gauteng Provincial Treasury (2013). The Gauteng Department of Economic Development stated that in 2010, unemployment was at 79.3% in the 15 to 19 years age category, 53.1% for the 20 - 24 age category and 32.4% for the 25-34 age group. It would seem according to these results that the income gap was narrowing however, the triple challenge of unemployment, poverty and income inequality remains. Below is a graph that depicts unemployment and inequality patterns per municipality between 2001 and 2011.
The unemployment rate in Gauteng was 25.8% according to Statistics SA’s 2014 mid-year estimates. 10% of the residents live below the food poverty line and 29% live beyond the upper-bound poverty line. Gauteng has an unequal distribution of income with a Gini coefficient of about 0.62 in 2011.

Drug peddling and human trafficking for example, are some of the challenges that Gauteng is faced with. Crime tends to create a climate of fear, in which people may not be free to engage in business and even recreational activities. Gauteng Provincial Government is determined to revitalize and mainstream the township economy by supporting the development of township enterprises, co-operatives as well as Small, Medium and Micro Enterprises (SMMEs). One of the major threats to realising this goal is the prevalence of crime, especially business related crime. Business robbery has increased as will be seen in the section on crime below.

The financial year 2013/14 has seen significant increases in certain crime categories, when compared with 2012/13. Crime types such as murder, total robbery aggravating (which includes carjacking, truck hijacking, bank robbery, house robbery and business robbery) and drug related crimes have seen significant increases. Murder has increased by 12.7%, drug related crimes by 97.7%, carjacking by 21.2, whereas house robbery and business robbery have increased by 13% and 19.4% respectively. It should be noted that the percentages provided are calculated per 100 000 population. Commercial crime is also cause for concern, and requires a multi-agency approach due to its organised nature.
One of the outcomes of the Medium Term Strategic Framework (MTSF, 2009-2014) is that “All people in South Africa are and feel safe”. This is a broad outcome that was also cascaded down to a provincial level. The outcome was focused on, among others, accelerating efforts to reduce crime by 4-7% over the period 2009-2013. Table 3, which uses the year 2006/2007 statistics as baseline, provides an indication of whether or not this target was indeed achieved.

**Table 3: Crime picture in the Gauteng Province 2007-2014**

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Murder</td>
<td>3766</td>
<td>3963</td>
<td>3444</td>
<td>3257</td>
<td>3012</td>
<td>2997</td>
<td>3333</td>
<td>-11.50%</td>
</tr>
<tr>
<td>Attempted murder</td>
<td>5313</td>
<td>5207</td>
<td>4800</td>
<td>4104</td>
<td>3474</td>
<td>3609</td>
<td>3901</td>
<td>-26.58%</td>
</tr>
<tr>
<td>Common robbery</td>
<td>22664</td>
<td>20599</td>
<td>20107</td>
<td>18207</td>
<td>16012</td>
<td>15547</td>
<td>15708</td>
<td>-30.69%</td>
</tr>
<tr>
<td>Robbery aggravated</td>
<td>51280</td>
<td>51251</td>
<td>47289</td>
<td>40052</td>
<td>35323</td>
<td>35869</td>
<td>42646</td>
<td>-16.84%</td>
</tr>
<tr>
<td>Carjacking</td>
<td>7489</td>
<td>7662</td>
<td>7444</td>
<td>5936</td>
<td>5000</td>
<td>4952</td>
<td>6064</td>
<td>-19.03%</td>
</tr>
<tr>
<td>Robbery at residential premises</td>
<td>7377</td>
<td>8190</td>
<td>8051</td>
<td>7039</td>
<td>6339</td>
<td>6607</td>
<td>7438</td>
<td>0.83%</td>
</tr>
<tr>
<td>Robbery at non-residential premises</td>
<td>5113</td>
<td>6244</td>
<td>6379</td>
<td>5553</td>
<td>5116</td>
<td>5010</td>
<td>6026</td>
<td>17.86%</td>
</tr>
<tr>
<td>Drug-related crime</td>
<td>12742</td>
<td>13574</td>
<td>14729</td>
<td>16457</td>
<td>25949</td>
<td>38159</td>
<td>74713</td>
<td>486.35%</td>
</tr>
</tbody>
</table>

As illustrated in Table 3 above, targeted crime reduction for the period between 2009 and 2014 was achieved for most of the crimes except for robbery residential and business robbery. According to the South African Police Service (SAPS) Annual report (2013/14), Gauteng Province had the second highest number of serious crimes preceded by Western Cape in 2014. This is notwithstanding the fact that Gauteng has a vast number of policing resources at its disposal. These resources include the SAPS, three Metropolitan Police Departments (MPDs), Gauteng Traffic Police and traffic police from two other district municipalities. These law enforcement agencies have a role to play in crime prevention. One of the factors that explain the crime rate in the Province is that there is no proper co-ordination between the different law enforcement agencies in the Province. The manner in which crime prevention is carried out by the MPDs is fragmented, such that there tends to be more emphasis on road traffic policing than crime prevention. Poor co-ordination remains a challenge despite the legislative provision for co-ordination as stipulated in section 64k subsection 1 of the South African
Police Service Amendment Act 83 of 1998. This provision is read in conjunction with regulation 12 of the Regulations for the Municipal Police Services (RMPS). According to these provisions, the Provincial Commissioner (PC) is required to establish a Policing Co-ordinating Committee (PCC). The PCC is expected to replace any operational coordinating committee established to co-ordinate law enforcement operations in terms of the National Crime Prevention Strategy (NCPS). Functionality of co-ordination at a strategic or planning level could have averted challenges related to resource utilisation. A communication barrier between SAPS and MPDs leads to relevant information being withheld between these Law Enforcement Agencies.

The second challenge relating to an increase in crime levels is the implementation of sector policing. Sector policing was adopted as an element of community policing from around 2006. It is meant to address the causes of crime at a specific geographic location. Implementation has been crippled by lack of adequate policing resources, namely, personnel, vehicles and telecommunication devices. Some sectors with terrain that called for four wheel drive vehicles were provided with sedans, which made it difficult to patrol.

Another factor is lack of training, which has resulted in police officials that are not competent in as far as certain aspects of policing are concerned. In regard to statement taking, research has shown that some officials who take statements at the Client Service Centre have inadequate language and writing skills, and end up taking poor statements which compromises the dockets at court. Because of this and poor investigative skills, some dockets end up being thrown out of court due to insufficient evidence or “contradictory” statements by witnesses. As a result, arrest of offenders fails to serve as a deterrent to crime as the same do not ultimately get convicted.

In his State of the Province Address, Premier David Makhura in 2014 highlighted the importance of having e-policing and smart policing, which entail the use of technology in order to ensure that policing becomes more efficient and effective. This could be due to the fact that the police have not sufficiently explored utilisation of technology that could enhance not only the investigation propensity, but also for tracking stolen vehicles and movement of illegal goods, to name but a few. Technology would lead to the speedy apprehension of criminal suspects and finalisation of cases as evidence would have been captured.

Transformation of the state and governance as announced by the Premier will see the strategy focusing on police integrity issues. Police corruption, which tends to affect police performance and leads to mistrust in the police, has been identified as a crime contributer, more especially, police involvement in the trade of illicit drugs. Corruption also takes place within the road traffic policing arena. The results of the Victim Satisfaction Survey of 2012 show that paying a bribe to the traffic police to avoid a traffic fine was the most common form of corruption. This practice was most common in Gauteng with 58,45% of respondents stating that they were asked to pay a bribe to a traffic officer.
Over and above the challenges mentioned thus far, road safety remains a serious concern worldwide. It is widely accepted and acknowledged that the unprecedented effects of road fatalities are devastating in nature. The United Nations estimated that 1.3 million people perish annually due to road traffic collisions. Within the context of the Gauteng Province it is estimated that approximately 10 000 non-natural deaths occurred in 2011. Violence was the leading cause of death accounting for 30.5% (n = 3204), followed by transport related fatalities with 28.7% (n = 3019), suicide (n = 1334; 12.7%), and 14.9% (n = 1563) emanating from unintentional non-transport related injuries. Consequently, road traffic accidents represent the second leading cause of non-natural fatalities in the province. Figure 1 below provides a longitudinal depiction of road traffic fatalities in the Gauteng Province from 2001 to 2013 with the exclusion of 2006 due to the unavailability of data (NIMSS, 2001-2011).

According to Figure 11 above, the road accident fatalities in the Province decreased from 2001 to 2002 and 2003, after which road fatalities showed a steady increase from 2004, to 2008. Between 2009 and 2013 a decrease was once again observed. Apart from the loss of life, the fiscal cost of fatal accidents is astronomical. In addition, road fatalities and injuries undermine the economic, social and health of South Africans on various levels of complexity subsuming the individual, families, communities and the country as a whole. As such it is calculated that 500 000 traffic collisions take place annually in South Africa resulting in fatalities and severe injuries at a total cost of R133 billion (RTMC figures). Furthermore, the World Health Organization predicted that by 2020, road traffic accidents will be the leading cause of disability and that this will increase the burden of disease, resulting in vast government expenditure.
In response to both fluctuating levels of crime as depicted above and prevalence of road fatalities and injuries in Gauteng Province, it is clear that there is a need for a concerted and focused approach to facilitate safety and security in all relevant avenues in the province. Safety issues are cross cutting and permeate various layers and fabric of society, it affects various facets of governmental institutions such as the Departments of Health, Social Development, Education, Transport etc. Previously the Gauteng Provincial Government treated taxi violence as a Traffic Law Enforcement issue whereas if it were to be adequately addressed in future it should be treated as a criminal activity which should be dealt with within the framework of the law. Therefore the successful implementation of the safety strategy heavily relies on the effective collaboration between various stakeholders. It is against this backdrop that the Gauteng Safety Strategy for 2014 to 2019 has been developed. The new strategy will serve as a framework to guide the implementation of both road safety programmes and all programmes that are geared towards reduction of crime. In the same vein, the strategy seeks to ensure a well-co-ordinated and focused approach among all stakeholders. The appropriate interventions and programmes will be designed to focus immensely on preventing road fatalities and injuries as well as crime reduction efforts in the province.

Gauteng Safety Strategy 2014 to 2019 development process

The Strategy is set against the backdrop of increasing industrialisation, modernisation and transformation in the province. The development of the Gauteng Safety Strategy 2014 to 2019 was a culmination of several processes including, inter alia, literature review of both domestic and international literature, a gap analysis of the previous strategies, namely Gauteng Road Safety Strategy 2006-2014 and Gauteng Safety Strategy 2006-2014. Additionally various consultation sessions with safety experts were also conducted. In addition, consultations were held with local government in line with the Gauteng City Region approach. This was done through consultation and incorporation of local government safety strategies and respective Integrated Development Plans. The strategy also drew on and builds from the previous strategies as some elements of the previous strategies were successfully implemented and warranted inclusion into the new strategy. Furthermore, the strategy was informed by the outcomes and resolutions adopted at the Gauteng Safety Indaba of 2014. In addition, the strategy was also informed by the Global Plan for the Decade of Action for Road Safety 2011 - 2020. South Africa being a signatory and party to the United Nations, Gauteng Province had to ensure alignment with global imperatives. However, not all the pillars included in the aforementioned document have been adopted, as some of the pillars speak to services rendered to victims, such as the pillar on post-crash management. Post-crash management does not reduce risks for other road users. Finally this strategy signals eight pillars as its key founding aspects for improving safety in Gauteng, with specific focus areas which require a list of interventions to enhance efforts in making Gauteng safer. This includes among others, strategic goals which this strategy envisages achieving during the implementation period as a building block towards vision 2055 and National Development Plan (vision 2030).
In light of the picture that is drawn by both the provincial crime picture and road fatalities statistics as depicted above, the strategy focuses mainly in refining existing efforts to enhance safety. This is purely done by signalling key factors, as portrayed in the safety systems analysis in figure 2. This includes among others, external factors, such as environment design as well as systematic factors that translate to lack or minimal coordinated efforts in safety efforts and integrity of safety champions in the province. Given these challenges, the Gauteng Provincial Government, under the ambit of the Department of Community Safety, sought to refine its safety strategy which would cover issues of the quality of policing, crime prevention, social movement against crime, safety promotion, a safer road environment, legislation enforcement, integrity management and institutional arrangements. The subsequent section provides brief summaries of each pillar.
Pillar 1: Improving the Quality of Policing

Improving the quality of policing is related to the Premier’s pillar on the modernisation of the public service. This would relate to the transformation of the police attitude and behaviour towards the public when serving them. In the pillar on the quality of policing, it is crucial to identify the standards that should be met by police in an endeavour to achieve quality. The general indicators for quality of policing, as gleaned from the literature, are reduction in fear of crime, improved response time, improved police fairness, less perpetration of corruption by police officials, heightened police discipline, improved police empathy and high police presence. The role of the Department of Community Safety in monitoring and evaluating the police will focus on these indicators of quality.

One of the strategic focus areas in the pillar is police conduct. Police conduct may refer to the police’s ability to follow lawful orders, abstain from acts that constitute misdemeanour, civil wrong and follow any prescribed code of conduct or legislative regulations. The causal relationship between quality of policing and police conduct is premised on the annotation that quality of policing, through prevention of misconduct of the police, can be achieved through internal mechanisms, the courts and external oversight all of which have the greatest opportunity to ensure accountability. Police misconduct such as engaging in corruption, criminal behaviour, human rights violations or administrative misconduct at the expense of the community can quickly erode the relationship built over time between the community and the police.

One of the arguments brought forth in the National Development Plan (NDP) 2030 is that the police should use crime combating strategies that produce results in order to ensure that all people in Gauteng are and feel safe. Police performance is therefore one of the strategic focus areas for ensuring that the police produce the desired results to their clients. Police performance refers to all efforts by the police institutions or individuals within these institutions, which includes what is being done, how much of that work is being done and the extent to which that work is making a positive impact. This strategic focus area will also address issues of an efficient Criminal Justice System, in the form of the police and the courts.

Pillar 2: Enhancing Social Crime Prevention

The NDP 2030 notes that in addressing crime, there is a need to move from a narrow law enforcement approach to crime, to identifying and resolving the root causes of crime. Because crime emanates from several interrelated societal factors, such as but not limited to unemployment (particularly youth unemployment), poverty, alcohol and substance abuse, a response to such crime therefore requires a multi-agency approach, which should also be co-ordinated. This approach was first mooted in the National Crime Prevention Strategy (NCPS) of 1996, when it was recognised that methods to prevent crime needed to be put in place in addressing crime. The intention of the NCPS was to tackle the root causes of crime, mainly through Reducing Crime through Environmental design and focusing on Public Values and Education.
The White Paper on Safety and Security of 1998 depicts crime prevention as “All activities which reduce, deter or prevent the occurrence of specific crimes firstly, by altering the environment in which they occur, secondly by changing the conditions which are thought to cause them, and thirdly by providing a strong deterrent in the form of an effective Justice System.” Similarly, the United Nations Office on Drugs and Crime (UNODC) defines crime prevention as “Intervention by means of strategies and measures that seek to reduce the risk associated with the prevalence of crime and the potential harmful effects it might have on individuals and the society. Crime prevention interventions could be classified into four main categories, namely crime prevention through social development initiatives, community-based crime prevention strategies, situational crime prevention measures, and offender re-integration programmes.

In the Gauteng Province, crime prevention needs to be carried out through proper environmental design, involvement of multiple agencies such as NGOs, as well as social and economic cluster departments. Local government should also play a pivotal role on issues of infrastructure. One of the ten pillars of radical transformation as per the Premier’s 2014 State of the Province Address is modernisation of human settlements. This initiative involves integrated urban development, which will enable the government to build more integrated and sustainable human settlements and communities. Sustainable human settlements entail having settlements that are fully equipped with infrastructure such as proper roads, house numbers, electricity, water and sanitation. These factors will contribute towards curbing the levels of crime. The strategy will also deal with crime related issues such as those of drugs, youth criminality and gender-based violence, to name but a few. These will require co-ordination of interventions by multiple agencies.

Pillar 3: Deepening Meaningful Community Participation

Community participation is made up of three elements, namely, community consultation, community mobilisation and (active) participation. It involves initiating and sustaining constructive relationships between the two parties. Furthermore, this process is about taking the concerns of the community into account when making decisions about matters that affect them. Community consultation could generate data to close information gaps about local crime problems. This could be in the form of data on victimisation to supplement recorded crime figures and on perceptions of crime.

One of the pillars of Gauteng Provincial Government as articulated by Premier Makhura in his 2014 State of the Province Address is transformation of the state and governance, through, among others, active citizenry, sector engagement and community mobilisation. Community mobilisation is a process whereby a group of people meet on equal terms in order to facilitate participatory decision-making. The Minister for Police, Honourable Nkosinathi Nhleko once indicated that “the fight against crime and corruption requires a strong partnership between government and all sectors of society”. He also mentioned that crime affects the whole nation, hence communities should participate in various community safety structures such as community safety forums and neighbourhood watches. The Department of Community Safety has in the past been
involved in community mobilisation against crime through different sectors as well as patrollers. These activities will continue in the current term of office (2014-2019).

Finally, community participation is a process used by institutions to consult with stakeholders before making a decision. The purpose of this process is to empower the community by providing information. Secondly, community participation is aimed at soliciting input from communities on different issues. Because local residents are closer to experiences of crime in their areas, hence they have a better understanding of their safety needs and how they should be met, there is therefore a need to involve them with crime prevention initiatives. Lack of community involvement could lead to crime prevention measures that are aimed to a larger extent at symptoms, rather than at the underlying causes of crime. Furthermore, in instances where communities are not involved, community resources may be directed to interventions that may not benefit residents.

**Pillar 4: A Safer Road Environment**

The road environment contributes to road accidents and fatalities, even though the majority of accidents are caused by human error. The systems approach to road safety as advocated by the United Nations proposes shifting some of the responsibility from road users to infrastructure development to minimise the outcome of accidents. Pillar 1 of the United Nations Global Plan speaks to a safer road environment, underscores aspects such as hazardous location management, vulnerable road user, road engineering and road signage. The main aim of these interventions is to increase physical road quality. Within the framework of Pillar 4, verified information is pivotal to accurately identify hazardous locations as well as determining which factors contribute to hazardous roads.

According to the World Health Organisation (2009), reliable data are needed by countries to assess the scope of the road traffic injury and the effectiveness of interventions put in place to address road safety problems. Reliable and verifiable road safety data are paramount in identifying risk factors and areas that contribute to high accidents and fatalities. In addition, data are crucial in identifying trends and patterns of accidents for better and informed policy development and prevention programs. Reliable and authentic data are also required instruments for effective and efficient planning, operations and administration. Crash data have been a priority in many countries and on many projects, as a good database is a prerequisite for a scientific and analytical approach to improving road safety.

It is an indisputable fact that improving road safety requires the participation of many different organizations and sectors. No one sector working alone can effectively reduce the number of road casualties. It is against this backdrop that the Traffic Statistics Model (Traffstats) will be leveraged to inform and guide the deployment of critical resources for improved traffic safety.
Another matter of importance is pedestrian safety. Thousands of pedestrians lose their lives on our roads every day. Many more are left with disabilities or emotional scars that they will carry with them for the rest of their lives. This is a tragedy we can change through working in a multi-disciplinary integrated manner. It is a known fact that there is no blueprint for road safety, no simple solution or easy vaccine-like intervention. However, there are some tried and tested interventions which can keep pedestrians safer as they travel on public roads. To achieve a significant reduction in pedestrian fatalities will require both political will and financial investment in prevention efforts in targeting pedestrians.

**Pillar 5: Pedestrian Safety**

In the context of this strategy, pedestrian safety refers to the process whereby basic conditions of safety are developed and maintained through modification of safety related behaviours. International and domestic literature suggests that it is important to have an ongoing education and awareness aimed at reducing road accidents as well as crime victimisation. In both instances, education and training are regarded as critical elements in prevention of road accidents and victimisation. It is against this background that co-ordination of road safety initiatives, crime prevention initiatives, as well as monitoring and evaluation of these initiatives should be intensified.

**Pillar 6: Traffic Law Enforcement**

The first facet of this pillar is law enforcement with the intention of curbing road accidents. Although there are many causes of road accidents in South Africa, disobedience of legislation remains a central concern. The starting point of any endeavour to prevent road accidents is an effective law enforcement environment. This is due to the fact that 83% of road accidents have been attributed to human error whilst only 17% can be attributed to the vehicle. The human error encapsulates a number of factors, with as a failure to observe the rules of the road being one. Although legislation is available in the form of different Acts of Parliament, such legislation will remain dormant if not properly enforced. This pillar therefore seeks to achieve a total enforcement of laws aimed at prohibiting driving under the influence of liquor and other substances, excessive speeding, failure to use helmets and safety belts and others.

Certain critical road offences contribute to high increase in road traffic crashes such as drinking and driving, excessive speeding and reckless and negligent driving. For this reason it is imperative that greater efforts be placed on them.

The limitation of resources compels government to narrow its focus primarily on the most serious offences. To this end, certain offences will be isolated for maximum enforcement interventions due to their contribution towards road fatalities. It is against this backdrop that drinking and driving, excessive speeding and reckless and negligent driving will be offences which will be supremely enforced.
Alcohol has a serious physiological effect on drivers mainly because physical fitness is a major aspect of being a safe driver. The use and abuse of alcohol and other substances have a serious impact as these can severely impair a person’s ability to properly perform driving tasks.

Excessive Speeding (speed in contravention of the law or unsuitable for the prevailing road and conditions) is a multi-tiered threat because not only does it reduce the amount of time necessary to avoid a crash, it also increases the risk of crashing and makes the crash more severe if it does happen.

Reckless and negligent driving causes many people to lose their lives daily because of bad decisions made by reckless drivers that lead to road traffic crashes. The crashes often occur at high speeds, this means a greater impact, more force and more serious injuries and fatalities. Some of the reckless and negligent driving includes: driving close behind the vehicle in front (tailgating), ignoring traffic signals, failing to yield to other drivers or pedestrians who have a right of way and passing in no-passing zones or passing without sufficient space.

It is an indisputable fact that improving road safety requires the participation of many different organizations and sectors. No one sector working alone can effectively reduce the number of road casualties. It is against this backdrop that the Traffic Statistics Model (Traffstats) will be leveraged to inform and guide the deployment of critical resources for improved traffic safety.

Gauteng as the economic hub of the Republic attracts many freight and industrial vehicles. Given the unreliability of the rail system and aging network has propelled more and more freight companies to utilize the road as a primary means of transportation. The increase of trucks on the road network has seen to an increase in the rate of accidents involving such vehicles. The overloading and roadworthiness of these vehicles remains a challenge.

As a result of economic hardships experienced by a greater number of society, more and more people tend to gravitate towards this industry with a view to improving their economic situation. This industry experiences a high number of unroadworthy vehicles, overloading and use of goods vehicles that are not proper and fit for this purpose.

In a nutshell, legislation enforcement is anchored in the desire that the attitudes of road users should change so that the roads of South Africa can become safe.

The second facet of legislation enforcement is the condition of the vehicles that are found on South African and Gauteng roads in particular. The condition and the roadworthiness of vehicles are intertwined with legislation enforcement because vehicles account for 17% of road accidents in South Africa. It is hypothetical that if vehicles which are using the roads are roadworthy and properly loaded, the number of accidents will be reduced and many accidents will be avoided. It is therefore crucial that there must be roadblocks as well as the use of high-end technology in detecting faulty and speeding vehicles.
Pillar 7: Integrity Management

The Premier, in his 2014 State of the Province address, has called for the modernisation of the public service, which involves eradicating corruption among public servants. Fraud and corruption negatively influence effective law enforcement. This practice is especially prevalent in the issuing of drivers licences and vehicle roadworthy testing. For example, unroadworthy vehicles are issued with certificates by traffic officials who take bribes. This contributes to road traffic accidents in the province. Different forms of corruption by law enforcement officials include bribery, extortion, fraud, institutional corruption and conflict of interest. The occurrence of corruption incidents related to traffic regulation enforcement is most rife in Gauteng Province. Statistics South Africa (2012) indicated that 70.5% of all forms of corruption in the province relate to traffic regulation enforcement subsuming traffic fines (58.4%) and the issuing of driver’s licenses (12.1%). The Arrive Alive Campaign elaborated on the impact of corruption on road safety which is an increased risk of unsafe conditions. In addition, fiscal resources intended for maintenance of roads, service provision and upgrading of facilities are misplaced and diverted for private gain. Corruption also takes place in dealing with crime, where police officers either misplace dockets deliberately, ask for bribes in order to release suspects or get involved in criminality. This pillar is aimed at advising on a mechanism for addressing this scourge, so that trust in the police can be restored.

Pillar 8: Institutional Arrangements

Central to effective and successful implementation of any strategy is proper co-ordination among all key partners. As a point of departure, it is worth noting that section 3 of the South African Constitution (Act, 108 of 1996) states that the government structure of the republic is divided into three spheres of governance, namely national, provincial and local government. These three spheres are “distinctive, interdependent and interrelated” (Section 40 of the South African Constitution Act, 108 of 1996). Chapter 3 section 41(h) of the Constitution requires that all spheres co-operate in good faith and observing the following principles:

- Fostering friendly relations;
- Provision of assistance and support among the spheres of government;
- Proper consultation on matters of common interest;
- Synergising their actions and legislations;

In subsection 2 the Constitution further stipulates that legislation should dictate the structure of intergovernmental relations of all spheres of government.

Co-ordination is one of the key features for changing escalating road accidents and crime in the province. Therefore, structures that deal with social crime prevention, crime combatting and road traffic policing need to be coordinated such that there is co-operation and synergy amongst them. One of the ways in which this could be done is through improving communication between all the role players that deal with these
issues. Co-ordination could also be achieved through alignment and across the different spheres of government, which include goal alignment, strategy coordination and alignment, process alignment and coordination, as well as resource allocation alignment (PSC, 2009: http://www.psc.gov.za). Crime prevention goals between multiple agencies should take into account a need to align the goals of national government, Gauteng Provincial Government sector departments, municipalities, and other stakeholders with vested interests in the process. Goal alignment should be followed by definition of strategies and alignment of strategies in order to achieve the stated development goal. Integrated planning will make this possible. Resource allocation alignment is basically about matching resources between different stakeholders to ensure integrated responses. This alignment should be informed by a need to achieve the commonly agreed upon goals and strategic focus areas. The Gauteng Safety Strategy (GSS) 2014-2019 will attempt to direct this type of alignment through various strategic objectives.

The following conceptual framework illustrates how pillars in the GSS relate to each other.
PILLAR 1: IMPROVING THE QUALITY OF POLICING

BACKGROUND

Quality should underpin activities of any organisation which seeks to satisfy its clientele. Most of the police institutions worldwide embrace quality of policing as a cornerstone of effectiveness and efficiency. Quality is often engraved in police service delivery both at strategic and operational levels. Apart from international experiences on quality of policing, there is a legislative requirement that the provinces of South Africa are responsible for monitoring the conduct of the police
which includes overseeing the effectiveness and efficiency of the police. This legislative mandate is contained in Section 206 (3) of the Constitution. This therefore means that quality of policing is a constitutional imperative which must be observed at all times. In Gauteng, this mandate is the responsibility of the Department of Community Safety. Quality in policing simply means that the service rendered by the police should conform to certain standards which are often set by the authorities or the clientele. In the case of policing, quality insinuates that the community that is being policed has certain expectations as far as the activities of the police are concerned whilst the provincial government ensures that the service rendered is of an acceptable nature. All these concerted efforts by the police can only be reckoned to be of quality if they are able to reduce the fear of crime and construct a general sense of safety amongst the policed communities. There are several standards which inform the quality of policing. Firstly, there must be a multiplication of forces through multi-agency cooperation in the province. Multi-agency cooperation encapsulates joint strategic planning amongst the law enforcement agencies and coordination of resources in the fight against crime. Secondly, quality of policing can be measured through improved police-community relations. Thirdly, quality of policing can be attainable if the conduct of the police is in line with the Disciplinary Code as well as the Code of Conduct for the police. It is through such conduct that there can be an alignment between the values of the police and that of the community. Police conduct also has a direct link with the human rights culture that the police should portray when performing their duties. The fourth standard which is dependent on all afore-going facets is the performance of the police in general. This performance of police should be seen across all programmes such as detectives, visible policing and intelligence.

**DESIRED OUTCOME:**

An improved quality police service which responds to the needs of the public through multiple partnerships and improved police-community relations.

**STRATEGIC FOCUS AREAS**

1. Police monitoring
2. Police performance
3. Police conduct
4. Police-community relations
5. Multi-agency collaboration
6. Support and resourcing of SAPS

**STRATEGIC FOCUS AREA 1: POLICE MONITORING**
### Strategic Objectives

<table>
<thead>
<tr>
<th>Outcome Indicators</th>
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<tbody>
<tr>
<td>% improvement in police performance</td>
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<tr>
<td>% of complaints against the police</td>
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<tr>
<td>rate of compliance with set prescripts</td>
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<tr>
<td>% of improvement in police performance</td>
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<tr>
<td>% of improvement in police conduct</td>
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</table>

### STRATEGIC FOCUS AREA 2: POLICE PERFORMANCE

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Outcome Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve the recruitment system of detectives</td>
<td>% of competent detectives</td>
</tr>
<tr>
<td>Rate of finalisation of cases</td>
<td></td>
</tr>
<tr>
<td>Enhance detectives’ skills capacitation system</td>
<td>rate of detection</td>
</tr>
<tr>
<td>rate of conviction</td>
<td></td>
</tr>
<tr>
<td>% of resolved cases</td>
<td></td>
</tr>
<tr>
<td>Reduce the perpetration of violent crimes, serious property crimes and economic crimes</td>
<td>% of reduction in perpetration of violent crimes, serious property crimes and economic crimes</td>
</tr>
<tr>
<td>Improve the police feedback mechanisms</td>
<td>The frequency of feedback to affected parties</td>
</tr>
<tr>
<td>% of community members satisfied with the police feedback</td>
<td></td>
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</tbody>
</table>
Improve the crime intelligence capacity in the province by 2017

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Outcome Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of arrests emanating from intelligence gathering</td>
<td>% of reduction in syndicated crimes</td>
</tr>
<tr>
<td>% of community members who are sharing information with the police</td>
<td>% of improvement in crime prevention interventions</td>
</tr>
<tr>
<td>% of improvement in attending to complaints</td>
<td>% change in specific crime categories</td>
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Improve vispol capacity in the province by 2017

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Outcome Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of improvement in crime prevention interventions</td>
<td>% change in specific crime categories</td>
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</table>

Promote the development of crime specific strategies

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Outcome Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>% change in specific crime categories</td>
<td>% change in specific crime categories</td>
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</table>

Improve police performance through e-policing

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Outcome Indicators</th>
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</thead>
<tbody>
<tr>
<td>% change in specific crime categories</td>
<td>% change in specific crime categories</td>
</tr>
</tbody>
</table>

**STRATEGIC FOCUS AREA 3: POLICE CONDUCT**

**Strategic Objectives**

- Promote adherence to police disciplinary code
- Promote adherence to the police Code of Conduct
- Establish a synergised system of complaints management between the SAPS and the Department of Community Safety

**Outcome Indicators**

- % of adherence to police disciplinary code
- % of reduction in disciplinary enquiries against the police
- Level of adherence to Code of Conduct
- The level of accuracy in the number of complaints received
- The number of duplicate complaints detected between the SAPS and the DCS

**STRATEGIC FOCUS AREA 4: POLICE-COMMUNITY RELATIONS**

**Strategic Objectives**

**Outcome Indicator**

- % change in specific crime categories
Promote alignment of values of the police and the community  % of adherence to the constitutional provisions  Rate of observing the human rights culture

STRATEGIC FOCUS AREA 5: MULTI-AGENCY COLLABORATION

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Outcome Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance development of co-operative strategies among law enforcement agencies</td>
<td>Number of joint strategic plans developed</td>
</tr>
<tr>
<td>Promote a multi-agency approach to crime prevention</td>
<td>Level of uniformity in crime prevention  % improvement in response time  % of police visibility</td>
</tr>
<tr>
<td>Enhance a coordinated utilisation of resources among LEA’s</td>
<td>% of increase in crime fighting resources  Level of joint-usage of resources among the LEA’s</td>
</tr>
</tbody>
</table>

STRATEGIC FOCUS AREA 6: SUPPORT AND RESOURCING OF SAPS

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Outcome Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring the level of resourcing for SAPS</td>
<td>Implementation of Resource Audit Plan</td>
</tr>
</tbody>
</table>

PILLAR 2: ENHANCING SOCIAL CRIME PREVENTION

BACKGROUND

The escalation of crime calls for the government and the public to opt for effective responses to curb and prevent crime. These responses have historically indicated a shift from exclusively relying on a punishment and law enforcement approach in favour of the dual approach of law enforcement and crime prevention. This led to the adoption of the social crime prevention approach.

The White Paper on Safety and Security states that the aim of social crime prevention is to reduce socio-economic and environmental factors that encourage individuals to commit crimes. Social crime prevention could also be defined as initiatives intended to
reduce delinquency, violence and insecurity. These initiatives imply that there is a need for relevant authorities to scientifically identify and tackle the causal factors of crime.

The implementation of social crime prevention initiatives should be guided by the crime triangle model. This model is based on the premise that crime occurs if there is an offender, a victim and a place or situation. This implies that in order to prevent crime, at least one of these elements should not be present. This could be achieved by changing the environment within which crime occurs, empowering victims, as well as by altering the behaviour of individuals to prevent crime and recidivism.

In order to guide and bolster social crime prevention in the province, a desired outcome, focused areas and strategic objectives are outlined.

**DESIRED OUTCOME**

Reduction in social crimes

**STRATEGIC FOCUS AREAS**

1. Safety in public spaces
2. School safety
3. Safety of Women, children, the elderly and people with disabilities
4. Youth safety
5. Victim empowerment

**STRATEGIC FOCUS AREA 1: SAFETY IN PUBLIC SPACES**

**Strategic Objective**

Reduce crime in public spaces through by-law enforcement and awareness

**Outcome Indicators**

- % of crimes perpetrated in public open spaces
- % of citations for by-law infringements in public spaces
- % of crimes occurring as a result of poor infrastructure

**Intensify the mainstreaming of Crime Prevention through Environmental Design (CPTED) principles in municipal planning**

**STRATEGIC FOCUS 2: SCHOOL SAFETY**
**Strategic Objectives**

Enhance interventions to promote school safety

Heightened interventions to reduce school based substance abuse

**Outcome Indicators**

Rate of school based crimes

% of learners abusing substances

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**STRATEGIC FOCUS AREA 3: SAFETY OF WOMEN, CHILDREN, THE ELDERLY AND PERSONS WITH DISABILITIES**

**Strategic Objective**

Intensify interventions to reduce violence against children

Strengthen interventions to reduce violence against the elderly

Enhance initiatives to reduce violence against women

Promote interventions to reduce violence against persons with disabilities

Involve men in the fight against gender based violence

**Outcome Indicators**

The rate of violent crimes perpetrated against children

The rate of violent crimes perpetrated against the elderly

The rate of violent crimes perpetrated against women

Rate of crime committed against persons with disabilities

% of men who are informed about gender violence

% of men who perpetrate gender based violence in targeted areas

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**STRATEGIC FOCUS AREA 4: YOUTH SAFETY**

**Strategic Objectives**

Intensify youth crime prevention programmes by 2019

Intensify interventions to rehabilitate youth in conflict with the law

**Outcome Indicators**

% change in number of youth committing crimes

Rate of recidivism among youth who have been rehabilitated
Heightened interventions to reduce the usage of substances among youth in and out of school

% of youth who have quit abusing substances

Intensify rehabilitation services for youth using substances

% of rehabilitated offenders who relapse

Promote the re-integration of youth in conflict with the law in communities

Rate of crime perpetrated by reintegrated youth

Intensify initiatives to prevent recidivism (re-offending)

% change in the rate of recidivism

**STRATEGIC FOCUS AREA 5: VICTIM EMPOWERMENT**

**Strategic Objectives**

Expand victim support services

% of community members informed about services that are available

Strengthen community awareness initiatives to curb Gender Based Violence (GBV)

% change in the rate of gender based violence cases

Bolster the mainstreaming of gender based violence prevention programmes

% of people reached through GBV programmes

Building social work forensic capacity

% of finalisation of cases in court

Enhance Justice Support Programmes to victims

% of clients informed/empowered about Justice Support Programmes

Training of police on victim empowerment

% of police members trained

**PILLAR 3: DEEPENING MEANINGFUL COMMUNITY PARTICIPATION**

**BACKGROUND**

Literature has demonstrated that police partnership with community remains the most effective tool in combating crime. It is widely accepted that crime prevention is
a multi sectoral matter that requires a multi-pronged approach. This strategy will therefore build on the work done in the previous strategy to entrench relations between the community and police. This involves the establishment of structures to foster relations between the community and the police and community mobilisation campaigns to intensify our fight against crime. This pillar will be centred on the following key focus areas, namely capacitation of community policing partnership structures and intensification of the social movement against crime.

DESIRED OUTCOMES:
Community awareness on issues of crime prevention and combatting

STRATEGIC FOCUS AREAS

1. Building the capacity of all structures involved in fighting crime
2. Intensifying social movement against crime

STRATEGIC FOCUS AREA 1: BUILDING THE CAPACITY OF ALL STRUCTURES INVOLVED IN FIGHTING CRIME

**Strategic Objective**
Enhance the Community Safety Forums (CSFs) to play a meaningful role in crime prevention by 2017

**Outcome Indicators**
Rate of Community involvement in crime prevention

Enhance the capacity of the Community Policing Forums (CPF) to undertake oversight over LEAs to fight crime

Rate of compliance with set legislative prescripts
% of CPFs which are effectively carrying out oversight

STRATEGIC FOCUS AREA 2: INTENSIFYING SOCIAL MOVEMENT AGAINST CRIME

**Strategic Objectives**
Enhance community participation in crime prevention initiatives

**Outcome Indicators**
Less incidence of crime in targeted communities
PILLAR 4: A SAFER ROAD ENVIRONMENT

BACKGROUND

The causes of motor vehicle accidents are multifactorial and involve the interaction of several factors subsuming the road user, vehicle and the road environment. With reference to the road environment, road design and lack of maintenance were identified as contributing factors to the high rate of accidents in developing countries. These findings have been verified by various researchers who affirm that road engineering and maintenance, absence of road signs and alternatives contribute to road traffic accidents. Moreover, the United Nations Global Plan for the Decade of Action with reference to Road Safety 2011-2020, indicated that in developing countries such as South Africa, road traffic accidents are a result of rapid increases in motorisation coupled with insufficient improvements in the road environment. With specific reference to the Gauteng Province, the absence of crossing points, poor traffic lights and or signs as well as road characteristics were identified as perceived causes of accidents.

Pillar 4 which speaks to a safer road environment underscores initiatives that seek to strengthen the infrastructure element in road safety such as the road and roadside, intersections as well as signage, to mention but a few. The objective of the road environment initiatives is to reduce the likelihood and or the severity of a collision taking into consideration that, despite efforts to educate road users, human errors will be made on a continuous basis.

DESIRED OUTCOME:

Improved road environment through management of hazardous locations and repairing the road environment

STRATEGIC FOCUS AREAS

1. Hazardous location management
2. Vulnerable Road User (VRU) hazardous location management
3. Road engineering
4. Road characteristics / signage

**STRATEGIC FOCUS AREA 1: HAZARDOUS LOCATION MANAGEMENT**

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Outcome Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve coordination of the identification of hazardous locations by 2016</td>
<td>% of road accidents that are related to the road environment</td>
</tr>
<tr>
<td>Improve compliance with measures proposed on hazardous locations</td>
<td>Accident rate in relation to the road environment</td>
</tr>
<tr>
<td>Implement scientific methods of hazardous location management by 2015</td>
<td>Accident rate in relation to the road environment</td>
</tr>
<tr>
<td>Improve the centralised data management system to provide verified information</td>
<td>Real time verified information</td>
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</table>

**STRATEGIC FOCUS AREA 2: VRU HAZARDOUS LOCATION MANAGEMENT**

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Outcome Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve safe pedestrian crossing on public roads by 2017</td>
<td>Rate of accidents involving pedestrians while crossing highways and provincial roads</td>
</tr>
<tr>
<td>Enhance traffic calming for pedestrians on specific roads by 2017</td>
<td>Pedestrian fatality rate</td>
</tr>
<tr>
<td>Enhance initiatives to prolong pedestrian signals at crosswalks</td>
<td>Pedestrian fatality rate</td>
</tr>
<tr>
<td>Increase lighting and path definition around rural areas for VRU’s</td>
<td>VRU’s accident and fatality rate</td>
</tr>
</tbody>
</table>

**STRATEGIC FOCUS AREA 3: ROAD ENGINEERING**

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Outcome Indicators</th>
</tr>
</thead>
</table>
Develop an infrastructure speed management system on all roads  Accident rate in relation to speeding

Develop minimum safety ratings for new infrastructure development by 2016  Percentage change in safety levels of the Gauteng Road Network

**STRATEGIC FOCUS AREA 4: ROAD CHARACTERISTICS / SIGNAGE**

**Strategic Objective**

**Outcome Indicators**

Improve road signage by 2017  Accident rate in relation to lack of or poor road signage

Promote sign conspicuity and reflectivity  Accident rate in relation to inconspicuous road signage

Ensure that roads have street lighting and proper illumination by 2017  Accident rate in relation to lack of visibility and at night

**PILLAR 5: PEDESTRIAN SAFETY**

**BACKGROUND**

Pillar 5 focuses on both road safety promotion and crime prevention. Statistics indicate that pedestrians are most at risk when it comes to road accident fatalities, followed by drivers, passengers, cyclists and motorcyclists. Pedestrian fatalities are mostly caused by jaywalking, walking on public roads under the influence of alcohol and drugs, not wearing bright or reflective clothing at night, use of headphones and other gadgets that impairs their hearing. The other contributors are unplanned and unco-ordinated human settlements along freeways and major routes without taking road safety aspects into consideration. To this end the World Health Organization (2009b) indicated that, road accident fatalities in South Africa are the most predominant amongst pedestrians (35%), followed by passengers (32%), drivers (25%), cyclists (2%) and two wheeled vehicles (2%). It is evident that there is a need for development of initiatives that will focus on changing the attitude and behaviour of pedestrians. The emphasis should be on the development of strategies which will specifically address the issue of pedestrian safety. In addition, the high fatality rate of drivers in road accidents is another concern which
requires detailed consideration. Road safety promotion is done through a wide range of activities conducted in the community and schools. The initiative should be co-ordinated between the key Departments like the Department of Social Development, Department of Education, Department of Community Safety, Johannesburg Metro Police (JMPD), Ekurhuleni Metro Police (EMPD), Tshwane Metro Police (TMPD) and Local Municipalities. The focus area which speaks to the road user subsumes drivers, taxi drivers, pedestrians, cyclists and motorcyclists.

In terms of crime prevention, there is a need to intensify initiatives to empower communities to reduce risks associated with crime victimisation. This could be achieved through heightened crime prevention awareness interventions.

**DESIRED OUTCOME**

- Reduced road fatalities and injuries among all road users
- Reduced victimisation due to crime

**STRATEGIC FOCUS AREA**

1. Road Safety Education
2. Promotion of pedestrian safety underscoring hazardous locations
3. Scholar patrol
4. Primary and Secondary School learners
5. Crime prevention
6. Communication

**STRATEGIC FOCUS AREA 1: Road Safety Education**

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Outcome Indicators</th>
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</thead>
<tbody>
<tr>
<td>Intensify safe road behaviour campaigns by 2017</td>
<td>% change in awareness related to road safety issues</td>
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<tr>
<td>Increase compliance to the rules of the road by 2019</td>
<td>Level of adherence to road safety rules by all road users</td>
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<tr>
<td></td>
<td>Informed road users</td>
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<tr>
<td></td>
<td>Level of compliance to road safety rules by all road users</td>
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<tr>
<td>Strategic Focus Area</td>
<td>Strategic Objective</td>
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<tr>
<td>----------------------</td>
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<tr>
<td>2: Promotion of Pedestrian Safety</td>
<td>Increase awareness of the influence of intoxication to all road users</td>
</tr>
<tr>
<td></td>
<td>Improve road safety behaviour and attitudes through educational programmes</td>
</tr>
<tr>
<td></td>
<td>% change in the number of road users with changes in attitudes and behaviour</td>
</tr>
<tr>
<td>STRATEGIC FOCUS AREA 3: Scholar Patrol</td>
<td>Strategic Objective</td>
</tr>
<tr>
<td></td>
<td>Enhancement of safe road crossing of pedestrians</td>
</tr>
<tr>
<td></td>
<td>Increase knowledge on road safety issues among school learners through educational campaigns</td>
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<td></td>
<td>Strengthen systems to coordinate the Scholar Patrol programme by 2017</td>
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<tr>
<td>STRATEGIC FOCUS AREA 4: Primary and Secondary School Learners</td>
<td>Strategic Objective</td>
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<tr>
<td></td>
<td>Strategic Objective</td>
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<tr>
<td></td>
<td>Integration of road safety education in the Life Orientation Curriculum by 2017</td>
</tr>
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<td></td>
<td>Increased inclusion of road safety issues in youth policies and strategies</td>
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STRATEGIC FOCUS AREA 5: CRIME PREVENTION

Strategic Objective: Reduce crime victimisation through crime awareness initiatives
Outcome Indicators: % change in crime victimisation

STRATEGIC FOCUS AREA 6: COMMUNICATION

Strategic Objective:
1. Improve knowledge on road safety issues amongst all road users
   Outcome Indicators: % change in the number of road users complying with the road safety regulations
2. Prevent road fatalities and injuries through communication strategies
   Outcome Indicators: % change in road accident fatalities and injury rate

PILLAR 6: TRAFFIC LAW ENFORCEMENT

BACKGROUND
Effectiveness of law enforcement is the mainstay of road accident prevention. Research indicated that most road accidents in Africa and South Africa are due to human error (83%) and the vehicle (17%), subsuming overloading and poor maintenance (burst tyres 63.8% and faulty brakes 24.3%). The public transport vehicle population in the province is mostly your mini bus taxis, according to observations through Traffic Law Enforcement operations, the majority of minibus taxis in the province are unroadworthy. This does not exclude the scholar transport vehicles, buses and freight transport. The scourge of fatal accidents require stringent law enforcement measures that will see all road users adhere to the rules of the road, vehicles being maintained properly and traffic police ensuring safety on the road. It is an offence to break the laws as stipulated by the Road Traffic Act and traffic police are there to enforce those laws and to ensure that there is maximum compliance.

DESIRED OUTCOME:
Increased compliance with traffic rules and regulations by 2019.
STRATEGIC FOCUS AREAS

1. Enhancement of enforcement measures
2. Safer vehicle
3. Visibility of traffic police
4. Capacity building
5. E-policing

STRATEGIC FOCUS AREA 1: ENHANCEMENT OF ENFORCEMENT MEASURES

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Outcome Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enforce compliance with the legislation by all road users</td>
<td>% change in compliance with road traffic rules and regulations</td>
</tr>
<tr>
<td>Increase compliance on overloaded vehicles</td>
<td>% of overloaded vehicles</td>
</tr>
<tr>
<td>Regular update of new enforcement technologies</td>
<td>Detection rate of offences</td>
</tr>
</tbody>
</table>

STRATEGIC FOCUS AREA 2: SAFER VEHICLE

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Outcome Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve safety of all vehicles by 2017</td>
<td>% of accidents as a result of faulty vehicles</td>
</tr>
<tr>
<td>Increase roadworthiness of all types of vehicles by 2017</td>
<td>% change in vehicle roadworthiness</td>
</tr>
</tbody>
</table>

STRATEGIC FOCUS AREA 3: VISIBILITY OF TRAFFIC POLICE

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Outcome Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase visibility of traffic police on the roads by 2017 specifically at hazardous locations and during peak accident time slots</td>
<td>% of road accidents as a result of visible police</td>
</tr>
<tr>
<td>Increase the number of traffic police in accordance with number of registered vehicle and licenses</td>
<td>Ratio of traffic officials to registered vehicles</td>
</tr>
</tbody>
</table>
STRATEGIC FOCUS AREA 4: CAPACITY BUILDING

Strategic Objective
Improve human capital skills in management, enforcement and adjudication by 2017

Outcome Indicators
% change in the number of skills development courses offered
% change in the number of skills development course participants

STRATEGIC FOCUS AREA 5: E- POLICING

Strategic Objective
Increase electronic traffic policing by underscoring accident data, accident notification and information sharing

Outcome Indicators
Centralised electronic system to which all law enforcement agencies has access

PILLAR 7: INTEGRITY MANAGEMENT

BACKGROUND

Research indicates that Law Enforcement Agencies (LEA’s) are most susceptible to bribery, which might subsume receiving monetary rewards in return for assisting learners’ license applicants to cheat on their exams as well as assisting car vendors attempting to purchase “paper” certificates without testing. The Arrive Alive Campaign elaborated on the impact of corruption on road safety, which is an increased risk of unsafe conditions. Moreover, fiscal resources intended for maintenance of roads, service provision and upgrading of facilities are misplaced and diverted for private gain. This was clearly illustrated by disclosure from the Road Accident Fund that up to an estimated R500 million per annum could potentially be used to compensate claimants but was lost due to fraud and corruption. Referring to the increase in unsafe conditions, it is indicated that bribes are often demanded and paid in circumstances where road users have committed an offence including, but not limited to speeding, overloading as well as driving unlicensed or un-roadworthy vehicles. When allowed to go unscathed, the consequences for other road users might potentially be disastrous. In addition, a collapse in public trust of traffic officials might foster an increase in lawlessness among road users. The occurrence of corruption incidents related to traffic regulation enforcement is most rife in the Gauteng Province. Statistics South Africa (2012: 45) indicated that 70.5% of all forms of corruption in the province are related to traffic regulation enforcement subsuming traffic fines (58.4%) and the issuing of driver’s licenses (12.1%).
It is generally accepted that corruption is an immeasurable phenomenon. Even though its manifestation can be identified, there is an inability to definitively quantify the extent to which it exists. To curb corruption, the concept integrity has been proposed by various researchers and the community at large as the antithesis of corruption. Integrity can be understood as the inclination of a law enforcement official to resist the temptation to abuse the powers and privileges that accompanies a specific designation.

**DESIRED OUTCOME:**

Increased level of integrity among police officers.

**STRATEGIC FOCUS AREA**

1. Organizational Systems

**STRATEGIC FOCUS AREA 1: ORGANISATIONAL SYSTEMS**

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Outcome Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase compliance with relevant legislation and anti-corruption strategies by 2017</td>
<td>% of corruption cases against LEAs</td>
</tr>
<tr>
<td>Increase organizational control to address corruption and fraud by 2017</td>
<td>% of corruption cases against LEAs</td>
</tr>
<tr>
<td>Increase efforts to raise awareness through educational programmes</td>
<td>% of community satisfied with LEAs</td>
</tr>
</tbody>
</table>

**PILLAR 8: INSTITUTIONAL ARRANGEMENTS**

**BACKGROUND**

At the core of implementing any strategic plan the definition of roles of all key stakeholders to facilitate distribution of resources and co-ordinating the implementation of all elements of the strategic plan remains a vital undertaking. In this regard this strategy adopts this approach to outline the institutional configurations which will culminate into fully implementable strategic plans, if all stakeholders understand their
roles and participate fully in the implementation of this strategy. Drawing from the previous strategies (GSS 2006-2014 and GRSS 2006-2014) the need to reinforce all efforts to strengthening intervention on defining roles of the coordination structures which includes civic participation, intergovernmental relations and multi-agency collaboration of law enforcement agencies, this will enhance the integrated approach in dealing with crime in Gauteng.

A DESIRED OUTCOME:

An Integrated approach in strengthening all efforts that are geared towards enhancing safety in Gauteng.

STRATEGIC FOCUS AREAS

1. Coordination of LEAs.
2. Intergovernmental relations.

STRATEGIC FOCUS AREA 1: CO-ORDINATION OF THE LEAS

Strategic Objectives

- Enhancing the role of the GISCC to oversee the LEAs by 2017
- Intensify monitoring and evaluation mechanisms on the implementation of joint resolutions by 2017
- Institute police coordination committees at both provincial and local level by 2017 in line with SAPS Act 68 of 1995 as amended
- Enhancing the alignment of LEA structures with the Technical arm of the GISCC by 2019

Outcome Indicators

- Percentage change on joint planning
- Percentage change on implementation of joint resolutions
- Number of functional police coordination committees per policy prescripts
- Level of coordinated strategic planning

STRATEGIC FOCUS AREA 2: INTERGOVERNMENTAL RELATIONS

Strategic Objectives

- Refining the vertical alignment plan to define role of each sphere in the execution of this strategy

Outcome Indicators

- Number of signatories on the memorandum of understanding
Horizontal alignment of all key stakeholders through the social cluster by 2017

Creation of the link between GISCC and social cluster and the LEAs structures

Enhancement of the participation of all stakeholders on the CSF to entrench coordination of all safety issues in the province

Number of joint inter-departmental plans on provincial level

Percentage change on joint planning

Level of collaboration of all stakeholders

MONITORING AND EVALUATION FRAMEWORK

An effective monitoring and evaluation system underpins the success of any project or program. It is pivotal that we assess the program performance, its effectiveness in achieving the pre-determined objectives and whether it is producing desired outcomes. For the Gauteng Safety Strategy to be successfully implemented, the program managers and implementers should develop an M&E framework in order to track program performance outputs and outcomes as well as impact we need a functional M&E system.

Having drafted different strategic objectives of the Gauteng Safety Strategy which are aligned and subscribe to Specific, Measurable, Achievable, Reliable and Time bound (SMART) principles we will then develop a monitoring and evaluation framework for both road and safety strategies. Monitoring as an on-going activity will encompass systematic collection of data and information on both strategies. The program performance information will be collected on a monthly, quarterly and annual basis.

The monitoring system should clearly articulate how the program performance data will be collected, the frequency of collection, the source of data and data verification systems. Therefore, the strategic focus area pertaining to verified and intelligence information remains crucial in achieving the data management system.

Monitoring of indicators

The indicators for the strategy at output and outcome level have been developed. The purpose of this exercise is two pronged. Firstly, to develop monitoring indicators that will assist in data collection on program performance. Secondly, to ascertain if the program activities are yielding the desired results as compared to pre-determined objectives.

Tracking the milestones
Tracking the programme milestones is a significant exercise as it will reflect the noticeable progress and strides made since the implementation.

**Mid-term evaluation**

The mid-term review is a critical component of the strategy evaluation process. The mid-term review affords the program managers and implementers a golden opportunity to assess if the program has been implemented accordingly, which elements of the strategy were successfully implemented, progress made and challenges encountered. It furthermore allows managers to institute corrective measures to be taken to mitigate the challenges identified. To this end, the mid-term review of the strategy will be undertaken in 2017 to track how far the strategy succeeded and what are the bottlenecks in the implementation. The baseline information and data will assist a great deal in assessing the pre and post program implementation. In addition, the quarterly, annual and Adhoc reports will be sourced to form the basis for the mid-term review.

**End-term evaluation**

As it is the case with the mid-term review, the end term review is of paramount importance, particularly with a view of preparing the new strategy for the next term. With regard to end-term evaluation, considerable amount of time is invested in understanding whether the program has yielded the desired results and made a difference in the life of communities.

**The implementation process**

A critical success factor to any strategy, especially those that seek to address long term goals, is the effective roll out of an implementation plan. In order for the strategy to be successfully implemented, the implementation plan with clear activities, indicators, goals, strategic objectives and desired outcomes will be made available. The implementation plan will also assign responsibility to various role players with reference to certain strategic objectives.

**RISK MANAGEMENT**

In translating this strategy into an effective exercise in the reduction of crime and road fatalities in the province, synergised planning remains a critical component. This therefore means that all concerned stakeholders in the cluster, in the municipalities as well as the South African Police Service should not only buy into the strategy but should also be coordinated for its implementation. Failure to secure commitment of all stakeholders will translate into poor implementation of the strategy, as the strategy is built on the view that transformation of the state and governance requires better organisation. The evidence at our disposal indicates that a disjointed approach on crime and road safety compromises the effectiveness of the strides that are made in addressing the two challenges. It is therefore critical to establish a structured approach in establishing multi-agency structures in realising the success of the strategy.