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INTEGRATED CRIME AND VIOLENCE PREVENTION STRATEGY

FOR CONSULTATION



REPUBLIC OF SOUTH AFRICA

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LIST OF ACRONYMS

CSPS	Civilian Secretariat for Police Services
CPTED	Crime Prevention Through Environmental Design
DOJ&CD	Department of Justice and Constitutional Development
DBE	Department of Basic Education
DCoG	Department of Cooperative Governance
DoE	Department of Health
DHE	Department of Higher Education
DED	Department of Economic Development
DHS	Department of Human Settlements
DSD	Department of Social Development
DoL	Department of Labour
DPW	Department of Public Works
DoH	Department of Health
DPME	Department of Planning, Monitoring and Evaluation
DPW	Department of Public Works
DTI	Department of Trade and Industry
DoT	Department of Transport
DWYPD	Department of Women, Youth and Persons with Disabilities
GBV	Gender Based Violence
JCPS	Justice, Crime Prevention and Security Cluster
LGBTIQ+	Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Asexual, Plus
NDP	National Development Plan
NPA	National Prosecuting Authority
NSP	National Strategic Plan on Gender-based Violence and Femicide
STED	Safety through Environmental Design
SAPS	South African Police Service
UN	United Nations
WPSS	White Paper on Safety and Security
WHO	World Health Organisation

Civilian Secretariat for Police Service: Building a South Africa where all people

- live in safe environments;
- play a role in creating and maintaining a safe environment;
- feel and are safe from crime, violence and conditions that contribute to it; and
- have equal access and recourse to high quality services when affected by crime and violence.¹

LIST OF DEFINITIONS

Crime and Violence

What constitutes 'crime' is defined in South Africa's common and statutory law. Violence is defined in broad developmental terms by the World Health Organisation as 'the intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community that either results in or has a high likelihood of resulting in injury, death, psychological harm, mal-development, or deprivation.'²

Crime Prevention through Environmental Design

Crime Prevention through Environmental Design aims to reduce the causes of, and opportunities for, criminal events, and to address the fear of crime by applying sound planning, design and management principles to the built environment.³

Crime and Violence Prevention

The concept of 'prevention' derives from the notion that crime and victimisation are driven by many causal and/or underlying factors that are the result of a wide range of circumstances and factors that influence individuals, families, local environments and the situations and opportunities that facilitate victimisation and the perpetration of crime.

Crime Prevention is defined by the United Nations Guidelines for the Prevention of Crime (2002) as '[comprising] strategies and measures that seek to **reduce the risk** of crimes occurring and their potential harmful effects on individuals and societies, **including fear of crime**, by intervening to influence their **multiple** causes.'

The World Health Organisation (WHO) defines violence prevention to include strategies addressing underlying causes, individual enrichment programmes during childhood, training for parents on child development, strategies within the community such as increasing the availability of childcare facilities and strategies addressing societal factors such as the availability of alcohol.⁴

Gender-based Violence (GBV)

Gender-based violence, according to the United Nations, 'is considered to be any harmful act directed against individuals or groups of individuals on the basis of their gender. It may include sexual violence, domestic violence, trafficking, forced/early marriage and harmful traditional practices.'⁵

Resilience

'Resilience is the capacity to successfully adapt despite challenging or threatening circumstances. Strategies aimed at preventing crime and violence must include mechanisms to build the capacity of individuals, groups and communities to deal with adversity and conditions that may make them more vulnerable to crime and violence.'⁶

Safety

The National Development Plan (NDP) states that 'safety should be measured by the extent to which the most vulnerable in society feel and are safe from crime [and violence] and the conditions that breed it.' Safety refers principally to the state of an area and is determined based on the real and perceived risk of victimisation. 'Unsafety' therefore refers to areas characterised by the significant prevalence of violence and crime.⁷

Safety through Environmental Design

Safety through Environmental Design (STED) integrates Crime Prevention through Environmental Design (CPTED) approaches and methodologies. The terminology of 'safety' is used to ensure consistency with the White Paper, which advocates a holistic approach to safety by addressing all factors that contribute to risk or build resilience in promoting safety (including but not limited to crime).⁸

Security

Security, as defined in the National Security Strategy of South Africa 2013, refers to the 'maintenance and promotion of peace, stability, development and prosperity using state power. It also involves the protection of our people and their being free from fear and want; and the preservation of the authority and territorial integrity of the state.'

The definition of security has been extended to encompass not only physical, but 'human' security which includes social, economic and political aspects of security. This refers to 'the protection of vital freedoms, which relate to the freedom from critical and pervasive threats and situations, building on their strengths and aspirations. It also means creating systems that give people the building blocks of survival, dignity and livelihood. Human security connects different types of freedoms – freedom from want, freedom from fear and freedom to take action on one's own behalf.'⁹

Sexual Violence

Sexual violence is a form of gender-based violence and encompasses any sexual act, attempt to obtain a sexual act, unwanted sexual comments or advances, or acts to traffic, or otherwise directed against a person's sexuality using coercion, by any person regardless of their relationship to the victim, in any setting. Sexual violence takes multiple forms and includes rape, sexual abuse, forced pregnancy, forced sterilisation, forced abortion, forced prostitution, trafficking, sexual enslavement, forced circumcision, castration and forced nudity.¹⁰

Socio-ecological Model

The socio-ecological model recognises that violence results from a combination of multiple influences that interact with each other in different ways. Individuals are located in relation to their family, community and the broader environment. Accordingly, this model considers the multiplicity of factors that put people at risk and that need to be addressed in order to protect individuals from experiencing or perpetrating violence – referred to as ‘protective factors’. Prevention strategies must, therefore, address risk and protection factors specific to different stages of a person’s life and development in order to increase safety, as each level of human development is associated with different, and often overlapping, sets of risk factors.¹¹

Violence against Women (VAW)

Violence against women (VAW) is defined by the United Nations as: ‘any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.’¹²

Vulnerable Groups

Vulnerable groups are those at greater risk of exposure to crime and violence due to structural, cultural, identity or status factors, and lack of or limited access to information, resources, services or remedies. There is no closed list of vulnerable groups. A determination of vulnerability will vary from context to context, and community to community. Vulnerability is influenced by fluctuating social, political and economic considerations. An analysis of vulnerability must take into consideration both those at risk of being victims and/or perpetrators, and recognise the intersectionality of conditions which render some people more vulnerable than others, even within an identified group.

The purpose of determining vulnerability is to inform the nature and focus of interventions required to reduce crime and violence. Persons with disabilities, the elderly, women and children, and members of the Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Asexual, Plus (i.e. other diverse sexual orientations and gender identities) community (the LGBTIQ+ community), foreign nationals, sex workers, the homeless and young men are some of the groups that are particularly vulnerable to crime and violence, and discrimination.

The National Development Plan (NDP) makes explicit reference to, and underscores the need to address, the safety of both women and children in South Africa. The way that women and children experience safety must also be understood within the context of the spaces – social, physical and economic – that they occupy. Because of the nature of sexual and gender-based violence (GBV), these acts are often hidden and go unreported. The hidden nature of these acts of violence also often preclude victims from accessing adequate, or any, health or criminal justice services. Negative experiences can further marginalise victims, and can exponentially increase negative health and educational outcomes, both for the individuals and their families. It is therefore essential that, when examining and assessing safety at a community level, the voices of both women and children are heard, and that policies and strategies are informed by these voices.

Persons with disabilities face a double burden and are at much higher risk of violence than their non-disabled peers. Research indicates that children with disabilities are two to five times more likely to be abused than their non-disabled peers, and studies also show that their vulnerability to sexual assault is higher when they live in institutions. Children with intellectual impairments appear to be among the most vulnerable, being 4.6 times more at risk of sexual violence than their non-disabled peers. In respect of adults, overall, persons living with disabilities are 1.5 times more likely to be victims of violence, while those with mental health conditions are nearly four times more likely to experience violence.


Older persons are also particularly vulnerable to crime, due to their age, infirmity, personal and socio-economic circumstances. This includes the intentional or reckless infliction of pain or injury, sexual violence, unreasonable confinement, theft and extortion, and the deprivation of food, shelter and health care.


LGBTIQA+ people are prone to discrimination, persecution and violence. Safety strategies need to acknowledge and address societal attitudes and recognise that different factors impact on LGBTIQA+ persons' vulnerability based on individual context and circumstance.

Foreign nationals are also a highly vulnerable group, evident in vigilante and xenophobic attacks which have been prevalent in South Africa for decades. Lack of local support structures and family protection, as well as barriers in accessing support services, result in migrant women and children being disproportionately affected by violence.¹³

PHOTO PLACEHOLDER

CONTENTS

1	BACKGROUND	1
1.1	Approach of the Strategy	1
2	REGULATORY FRAMEWORK	2
2.1	National Legislation	2
2.2	Policy Framework	3
3	STAKEHOLDER ENGAGEMENT	5
4	SITUATIONAL ANALYSIS	5
5	STRATEGIC INTENT	5
6	KEY FOCUS AREAS	6
	PILLAR 1: AN EFFECTIVE CRIMINAL JUSTICE SYSTEM	7
1A	An Efficient, Responsive and Professional Criminal Justice System	7
1	An integrated Justice System	7
2	An efficient Criminal Justice System	7
3	An efficient, responsive and professional policing service	7
4	Implementation of integrated strategies addressing violence against women and children and vulnerable groups	7
4.1	An integrated, intersectoral strategy that addresses systemic and structural drivers of gender-based violence and femicide.	7
4.2	Develop and implement an Integrated Responsive Child Protection System	7
4.3	Implement the National Action Plan to combat Racism, Racial Discrimination, Xenophobia	7
4.4	Other policies on vulnerable groups	7
5	Effective coordination: intra-and interdepartmental and intersectoral planning and implementation with civil society and relevant government departments i.e. DWYPD, DOJ&CD, NPA, SAPS, DSD	8
6	Resourced and capacitated service delivery	8

7. Strengthened oversight and accountability	9
8. Improved access to justice	10
9. Increased access to CJS services	11
9. Increased access to CJS services	12
10. A human rights-based approach to treatment of vulnerable groups implemented by the CJS	13
11. Effective CJS services for Children in Conflict with the Law.	13
1B Effective Diversion, Rehabilitation and Reintegration Programmes	14
1. Integrated service delivery for persons in conflict with the law	14
2. Increased use of quality diversion services	14
3. Effective rehabilitation and reintegration services implemented	15
1C Effective Restorative Justice Programmes and Intervention	16
1. Integrated framework for restorative justice across government	16
2. Effective restorative justice programmes and interventions developed and implemented	16
 PILLAR 2: EARLY INTERVENTION TO PREVENT CRIME AND VIOLENCE AND PROMOTE SAFETY	17
2A Comprehensive and Integrated Delivery of Early Interventions to Prevent Crime and Violence	17
1. Primary prevention and early intervention for the effective provision of crime and violence prevention, with interventions and programmes institutionalised across government	17
2B A Healthy Start for Infants and Children, including the first 1000 days of life, preschool and school children, and parents/caregivers.*	17
1. An integrated framework and system for child wellbeing implemented, with a focus on safety, crime prevention and violence prevention	17
2. Universal access to comprehensive, integrated early childhood development services	17
3. Parents and caregivers supported and capacitated	18
4. Social and economic support provided for parents and caregivers of vulnerable children	18
2C A Safe and Supportive Home, School and Community Environment for Children and Youth*	19
1. Reduced exposure of children to crime and violence and other forms of harmful behaviour: IN THE HOME	19
1.1 Initiatives developed aimed at developing stable, nurturing relationships between children and parents/caregivers	19
1.2 Effective early detection of vulnerable and 'at risk' children and families/caregivers	19
1.2 Effective early detection of vulnerable and 'at risk' children and families/caregivers	20
1.3 Children equipped and educated regarding crime and violence	20

2.	Reduced exposure of children to crime and violence and other forms of harmful behaviour: IN LEARNING ENVIRONMENTS	21
2.1	Increased access to quality ECD services	21
2.2	Safe and supportive enabling early learning environments	21
2.3	Effective preschool enrichment programmes	21
2.4	Corporal punishment, neglect, abuse and maltreatment of children in ECD centres eliminated	21
3.	Reduced exposure by children to crime and violence and other forms of harmful behaviour: IN SCHOOL	21
3.1	Increased learner enrolment and retention in primary and secondary schools	21
3.2	An integrated strategy that addresses all risk factors for crime and violence at each school	21
3.3	Effective interventions for learners at risk/exposed to violence	21
3.4	Crime and violence prevention addressed through school curriculum	22
3.5	Elimination of corporal punishment in schools	22
3.6	Increased access to extra-mural activities	22
3.7	Improved safe access to and from schools	22
3.8	Targeted interventions for schools identified as high-risk	22
4.	Reduced exposure of children to crime and violence and other forms of harmful behaviour: IN COMMUNITIES	23
4.1	Improved safety of public spaces	23
4.2	Upgraded human settlements and STED (Safety through Environmental Design) principles implemented in design	23
4.3	Increased access to safe social and recreational amenities and programmes	23
4.4	Active community participation in crime and violence interventions	23
4.5	An integrated focus on crime and violence prevention in all economic development interventions	23
4.6	Targeted interventions for violent/high risk communities	24
4.7	Responsible media	24
4.8	Reduced access to drugs and increased access to treatment and prevention programmes	24
4.9	Reduced number of firearms in communities	24
4.10	Increased role of tertiary institutions/colleges	24
2D	Context-appropriate Child and Youth Resilience Programmes	25
1.	Increased access to evidence-based programmes for vulnerable/at risk groups.	25
1.1	Provision of evidence-based crime and violence prevention programmes	25
1.2	Targeted interventions for 'at risk' groups	25
2.	Accessible, effective substance abuse treatment and prevention interventions	25
2.1	An effective social, policy and legal environment to meet the needs of persons suffering with substance addiction (alcohol and drugs)	25
2.2	Early intervention	25
2.3	Effective screening and referral pathways for persons with alcohol and substance abuse	26
2.4	Public awareness and education campaigns implemented on substance abuse treatment and prevention	26
2.5	Effective substance abuse treatment and prevention programmes made universally available and accessible	26
2.6	A public health approach to persons with substance addiction	26
2.7	Protection for children with secondary exposure to illicit substances	27
2.8	Communities educated to enable them to deal with substance abuse	27
2.9	Increased participation of civil society and NPO sector in delivery of services to address substance addiction and prevention	27
2.10	Availability and harmful use of alcohol reduced	28
2.11	Criminal justice response to substance abuse reviewed and improved	28



PILLAR 3: VICTIM SUPPORT

29

3A	A Comprehensive Framework Promoting and Upholding the Rights of Victims of Crime and Violence	29
1.	Strengthened legal and policy framework developed for victim services, care and support	29
2.	Comprehensive Services Delivered to Victims of Crime and Violence	29
2.1	Delivery of high-quality, comprehensive services for victims of crime and violence	29
3.	Integrated Service Delivery to Victims of Crime and Violence	30
3.1	Effective, integrated service delivery to victims of crime and violence	30
4.	Barriers Faced by Vulnerable Groups Addressed	30
4.1	Strategies developed and implemented to address barriers faced by vulnerable groups	30
5.	Victims' Voices Heard and Considered	30
5.1	The voices of victims are heard throughout the criminal justice process	30
6.	Victim Services Adequately Resourced	30
6.1	Allocation of adequate resources for victim services	30
7.	Active Participation by Communities in Victim Support Interventions	30
7.1	Active participation of communities in victim support interventions	30



PILLAR 4: EFFECTIVE AND INTEGRATED SERVICE DELIVERY FOR SAFETY, SECURITY AND PREVENTION OF VIOLENCE

31

4A	Access to Comprehensive Crime and Violence Prevention and Safety and Security Services	31
1.	Accessible primary, secondary and tertiary programmes and services	31
2.	Early Screening of Parents/Caregivers and Children for Risk Factors	31
2.1	Early screening of parents/caregivers and children for risk factors	31
3.	Functional and Integrated Referral Pathways	31
3.1	Effective referral systems between sector departments and NPOs	31
4.	Effective Interdepartmental and Sectoral Coordination	31
4.1	Integrated data management and surveillance systems implemented and operationalised across service areas	31
4.2	Functional mechanisms for interdepartmental and intersectoral coordination	31
4.3	Effective coordination mechanisms	31
5.	Integrated Service Delivery	31
5.1	Integrated service delivery sites	31
6.	Professional and responsive service provision	31
6.1	Equipped and trained state functionaries	31
6.2	Professional and high-quality service	31

PILLAR 5: SAFETY THROUGH ENVIRONMENTAL DESIGN* 32

- 5A** The Integration of Safety and CPTED (Crime Prevention through Environmental Design) Principles into Rural and Urban Design, Planning, Development and Upgrading 32
1. A comprehensive and enabling policy and legislative environment for CPTED 32
 2. Implementation of CPTED principles across government and the private sector. 32
 3. Targeted economic development for places identified as unsafe 33
 4. Effective implementation of CPTED strategies. 33
 5. Effective monitoring of implementation of CPTED at national, provincial and local level in public and private sector 33
 6. Integrated management of environmental planning and design strategies and interventions 33
 7. Application of CPTED in private sector development 33
 8. Increased capacity in the field of CPTED 33
 9. Sustainable and meaningful community participation 33

PILLAR 6: ACTIVE PUBLIC AND COMMUNITY PARTICIPATION 34

- 6A** Sustainable Forums for Co-ordinated and Collaborative Action on Community Safety 34
1. Strengthened legal, policy and regulatory frameworks for sustainable community forums 34
 2. Sustainable forums for community participation in community safety, crime prevention and violence prevention 34
- 6B** Public and Community Participation in Development, Planning and Implementation of Crime and Violence Prevention Programmes and Interventions 34
1. Active public and community participation in crime and violence prevention interventions 34
 2. Government is responsive to community and civil society 35
 3. Integrate community safety, crime prevention and violence prevention outcomes into all community-based initiatives 35
 4. Community safety planning is institutionalised in government 35
- 6C** Public and Private Partnerships to Support Safety and Crime and Violence Prevention Programmes and Interventions 35
1. Develop sustainable partnerships with the private and NPO sector 35

7 KEY PRINCIPLES 37

8 CRITICAL SUCCESS FACTORS/SYSTEM LEVEL REQUIREMENTS 37

- 8.1** Strengthen Legislation and Policy for Crime and Violence Prevention 37
- 8.1.1 Improve policy coherence 37
 - 8.1.2 Strengthen the legal and regulatory framework for crime and violence prevention 38

8.1.3	Integrate the Strategy outcomes into the Medium-Term Strategic Framework (MTSF)	39
8.1.4	Integrate Intergovernmental cooperation to facilitate policy alignment	39
8.1.5	Align monitoring and evaluation systems across Government	39
8.1.6	Strengthen reporting mechanisms	40
8.2	Align Strategies Addressing Crime and Violence Prevention	40
8.2.1	Integrate and mainstream approaches to community safety across government	40
8.2.2	Integrate strategic planning across three spheres of government	40
8.3	Allocate Sufficient Budgets and Resources to Community Safety, Crime Prevention and Violence Prevention	41
8.3.1	Budget and resource allocation	41
8.4	Implementation and Coordination Mechanisms are Properly Resourced	41
8.4.1	Strengthen capacity of the department responsible for planning, monitoring and evaluation	41
8.4.2	Establish and resource a National Centre for Community Safety, Crime and Violence Prevention	42
8.4.3	Provide capacity in the Office of the Premier to drive implementation of the Strategy in provinces	42
8.4.4	Provide capacity in the Municipal Manager's Office to drive implementation of the strategy in municipalities	43
8.4.5	NSP Coordination mechanism	43
8.5	Strengthening of Intergovernmental Cooperation Systems	44
8.5.1	Integrated focus on community safety into the work of IGR forums and strengthening of forums	44
8.6	Evidence-Based Planning and Implementation	46
8.6.1	Strategic planning is knowledge based	46
8.6.2	Strategies, interventions and programmes are evidence based	46
8.6.3	Reliable, inter-sectoral, disaggregated data is accessible and informs planning	47
8.7	Programmes and Interventions must be Responsive, Accessible and of High Quality, and must Promote Integrated Service Delivery	47
8.7.1	Programmes and interventions must be accessible	47
8.7.2	Programmes and services must be equitably distributed and based on evidence	47
8.7.3	Programmes and services must be developmental	47
8.7.4	Programmes and services must be of high quality	48
8.7.5	Programme service delivery must be integrated (interdepartmental and intersectoral)	48
8.8	Active Public and Community Participation	48
8.8.1	Institutionalisation of community participation	48

9	RISK MANAGEMENT	49
10	ROLES AND RESPONSIBILITIES	40
10.1	National Government	40
10.2	Provincial government	51
10.3	Local Government	52
11	IMPLEMENTATION AND GOVERNANCE	53
11.1	The Presidency	53
11.2	The department responsible for planning, monitoring and evaluation	53
11.3	Department of Cooperative Governance	54
11.4	Civilian Secretariat for Police Service (CSPS)	54
11.5	Provinces	55
11.5.1	The Office of the Premier	55
11.5.2	Line function provincial government departments	55
11.5.3	Provincial departments responsible for local government	55
11.5.4	Provincial Secretariats for Police Service	56
11.6	Municipal Manager's Office	57
12	MONITORING AND EVALUATION	57
13	REVIEW OF STRATEGY	58
14	STRATEGIC LINKS	58
15	COST IMPLICATIONS	60

1 BACKGROUND

The National Development Plan sets out a vision for safer communities, recognising the need to address the drivers of crime and violence and acknowledging that crime and violence are not the sole responsibility of the police (Chapter 12, NDP 2030). The White Paper on Safety and Security (2016) gives expression to the proposals of the National Development Plan by setting out an overarching framework for integrated action to prevent crime and violence. This Strategy draws on the White Paper to set out a clear plan for implementation of an integrated 'all of society' and 'all of government' approach to crime and violence prevention.

1.1 Approach of the Strategy

The Strategy is informed by a developmental life course approach which builds on the socio-ecological model espoused by the World Health Organisation. This approach takes into account the full context and cumulative impact of risk factors to crime and violence on a person's life, including individual, community and structural, environmental, developmental, cultural and social dimensions. It recognises the immediate and secondary factors that make individuals (from the time they are conceived) vulnerable to violence. The socio-ecological model recognises that violence results from a combination of multiple factors that put people at risk (their risk factors), or which protect them (their protective factors) from experiencing or perpetrating violence. It further acknowledges factors that contribute to building resilience.

This approach requires interventions at a primary level (for the general public), secondary level (for those regarded as being 'at risk' of offending or of criminal victimisation), and tertiary level (for those who have already succumbed to criminality or victimisation).

The Strategy advocates an integrated and developmental approach, with evidence-based planning and implementation.

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2 REGULATORY FRAMEWORK

2.1 National Legislation

Constitution of the Republic of South Africa 108 of 1996

Children's Act 38 of 2005

Child Justice Act 75 of 2008

Civilian Secretariat for Police Act 2 of 2011 (as amended and regulations)

Correctional Services Act 111 of 2008 (as amended and regulations)

Criminal Procedure Act 51 of 1977

Criminal Law (Sexual Offences and Related Matters) Amendment Act 32 of 2007

Domestic Violence Act 116 of 1998

Employment of Educators Act 76 of 1998

Firearms Control Act 60 of 2000 (as amended and regulations)

Independent Police Investigative Directorate Act 1 of 2011

Intergovernmental Relations Framework Act 13 of 2005

Local Government Municipal Structures Act 117 of 1998

Local Government Municipal Systems Act 32 of 2000

National Education Policy Act 27 of 1996

National Health Act 61 of 2003

National Prosecuting Authority Act 32 of 1998

Older Persons Act 13 of 2006

Prevention and Combatting of Corrupt Activities Act 12 of 2004

Preventing and Combatting of Trafficking in Persons Act 7 of 2013

Prevention and Treatment of Substance Abuse Act 70 of 2008

Promotion of Equality and Elimination of Unfair Discrimination Act 4 of 2000

Protection from Harassment Act 17 of 2011

Criminal Law (Sexual Offences and Related Matters) Amendment Act 32 of 2007
(Regulation Part I: on services for victims of sexual offences and compulsory HIV testing for alleged sex offenders)

Social Assistance Act 13 of 2004

South African Schools Act 84 of 1996

Spatial Planning and Land Use Reform Act 16 of 2013

2.2 Policy Framework

Blueprint: Minimum Norms and Standards for Secure Care Facilities in South Africa of 2010

Community Safety Forums Policy of 2011

National Youth Policy of 2015

Integrated Urban Development Framework (IUDF) of 2014

Early Childhood Development (ECD) Policy of 2015

Education White Paper 5 on Early Childhood Development of 2001

Emergency Housing Programme (EHP) of 2009

Expanded Public Works Programme (EPWP) of 2003

Guidelines for the Prevention and Management of Sexual Violence and Harassment in Public Schools

Integrated Criminal Justice System Review 1998-current

Integrated Social Crime Prevention Strategy of 2011

Integrated Programme of Action Addressing Violence Against Women and Children 2013-2018

Integrated Programme of Action Addressing Crime and Violence against Women and Children (VAWC) of 2015

Medium Term Strategic Framework 2014-2019

National Policy Framework for the Management of Sexual Offence Matters 2012

National Directives and Instructions on Conducting a Forensic Examination on Survivors of Sexual Offence Cases in Terms of the Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007

National Strategic Framework for the Provision of Prevention and Early Intervention Programmes of 2013

National Policy Guidelines for Victim Empowerment of 2009

National Crime Prevention Strategy of 1996

National Drug Master Plan

National Implementation Plan for the Service Charter for Victims of Crime of 2007.

National Intervention Strategy for Lesbian, Gay, Bi-sexual, Transgender and Inter-sex (LGBTI) Sector of 2014

National Policy Framework for Child Justice Act of 2010

National Development Plan 2030

National School Safety Framework

National Strategy for the Prevention and Management of Alcohol and Drug Use Amongst Learners of 2013

National Action Plan to Combat Racism 2005-2008
Service Charter for Victims of Crime in South Africa 2004
Visible Policing Strategy
White Paper on Local Government of 1998
White Paper on Corrections of 2005
White Paper on Corrections of 2005
White Paper on the Rights of Persons with Disabilities of 2016
White Paper on Families of 2012
White Paper on Housing of 2017
White Paper on Local Government of 1998
White Paper on Municipal Service Partnerships of 2000
White Paper for Post-School Education and Training of 2014
White Paper on Remand Detention Management in South Africa of 2014
White Paper on Safety and Security of 2016



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3 STAKEHOLDER ENGAGEMENT

The White Paper on Safety and Security and Draft Implementation Framework have been through a process of engagement with relevant stakeholders. This Strategy is informed by these two policy instruments.

4 SITUATIONAL ANALYSIS

Crime and violence in South Africa is a developmental issue with social and economic drivers and consequences. The cost of crime and violence is both direct and indirect.¹⁴ The direct costs of crime are exponential and include expenditure on policing, prosecution, the judicial and the correctional system, health and social service expenditure, and private security. The indirect costs are both economic and social. Economic costs arise from higher mortality and morbidity rates which impact on human capital and labour force participation, lower wages and income, savings and macro-economic growth. The social effects including the erosion of social capital, inter-generational transmission of violence, lower quality of life and poor educational and skills outcomes.

In order to systematically address crime and violence, a whole-of-government and whole-of-society approach is required. Law enforcement efforts must be supported by strategies that address the drivers of crime and violence in order to be effective and achieve sustainable results. Crime and violence prevention is a key component in efforts to achieve sustainable economic growth and human development.

In order to be effective, crime and violence prevention strategies must be aligned and resourced with capacitated implementation mechanisms and functional, effective intergovernmental cooperation. Programmes and interventions must be integrated, coordinated and evidence based, with active civil society and community participation.

Programmes and interventions must address both **risk and protection factors** at different stages of a person's life and development; be **context appropriate**; and address **vulnerable and at-risk groups**.

5 STRATEGIC INTENT

The purpose of this Strategy is to provide a coordinated and integrated plan to prevent crime and violence in South Africa. The Strategy complements other interventions that respond to crime and violence, such as improvements to policing and strengthening of the criminal justice system.

This Strategy advocates a collective and collaborative relationship between state and non-state actors in promoting safety. The Strategy addresses all relevant stakeholders within the three tiers of government, community, civil society and the private sector.

The scope and application of this strategy is informed by constitutional and legal prerequisites applying to intergovernmental relations and the competencies and mandates of state institutions.

6 KEY FOCUS AREAS

The strategy focuses on the following **six pillars** from the 2016 White Paper on Safety and Security:



PILLAR 1: AN EFFECTIVE CRIMINAL JUSTICE SYSTEM

- A. An efficient, responsive and professional criminal justice sector
- B. Effective rehabilitation and reintegration programmes
- C. Effective restorative justice programmes and interventions



PILLAR 2: EARLY INTERVENTION TO PREVENT CRIME AND VIOLENCE AND PROMOTE SAFETY

- A. A healthy start for infants and children, including the first 1000 days of life, preschool and school children, and their parents, caregivers and guardians
- B. A safe and supportive home, school and community environment for children and youth
- C. Context-appropriate child and youth resilience programmes
- D. Substance abuse treatment and prevention
- E. Context-appropriate interventions for vulnerable/at risk groups



PILLAR 3: VICTIM SUPPORT

- A. The design of a comprehensive framework promoting and upholding the rights of victims of crime and violence
- B. Comprehensive services delivered to victims of crime and violence



PILLAR 4: EFFECTIVE AND INTEGRATED SERVICE DELIVERY FOR SAFETY, SECURITY AND PREVENTION OF VIOLENCE

- A. Access to comprehensive crime and violence prevention and safety and security services
- B. Professional and responsive service provision



PILLAR 5: SAFETY THROUGH ENVIRONMENTAL DESIGN

- A. The integration of safety and CPTED (crime prevention through environmental design) into rural and urban design, planning, development and upgrading



PILLAR 6: ACTIVE PUBLIC AND COMMUNITY PARTICIPATION

- A. Sustainable forums for co-ordinated and collaborative action on community safety
- B. Public and Community Participation in Development, Planning and Implementation of Crime and Violence Prevention Programmes and Interventions
- C. Public and Private Partnerships to Support Safety and Crime and Violence Prevention Programmes and Interventions



PILLAR 1: AN EFFECTIVE CRIMINAL JUSTICE SYSTEM

1. A AN EFFICIENT, RESPONSIVE AND PROFESSIONAL CRIMINAL JUSTICE SYSTEM

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
1. An integrated Justice System	<ul style="list-style-type: none"> Strengthen monitoring and evaluation of the Integrated Justice System. Revise performance indicators and align to the Strategy and NSP. 			DOJ&CD JCSPS cluster
2. An efficient Criminal Justice System	<ul style="list-style-type: none"> Expedite the implementation of the Criminal Justice System Improvement Plan. Strengthen monitoring and evaluation of the CJS strategy. Revise performance indicators and align to the strategy and NSP. 		<ul style="list-style-type: none"> Reduction in attrition rate (decline in number of withdrawals or <i>nolle prosequis</i>). 	DOJ&CD JCPS cluster
3. An efficient, responsive and professional policing service	<ul style="list-style-type: none"> Implement the White Paper on Policing. Align to Strategy and NSP. 			SAPS, CSPS, IPID, provincial government
4. Implementation of integrated strategies addressing violence against women and children and vulnerable groups	<ul style="list-style-type: none"> Strategies and plans address primary, secondary and tertiary interventions. Strategies and plans address risk factors at individual, relationship, community and societal level. Strategies are linked with other social and economic strategies to ensure integrated approach. Programmes and interventions are evidence based. 			
4.1 An integrated, intersectoral strategy that addresses systemic and structural drivers of gender-based violence and femicide.	<ul style="list-style-type: none"> Finalise and fast-track implementation of the National Strategic Plan on Gender-Based Violence and Femicide (NSP). Cost the NSP and allocate resources. Monitor and evaluate implementation of the NSP. Align with the Strategy. 		<ul style="list-style-type: none"> A coherent strategy addressing GBV and femicide implemented. <ul style="list-style-type: none"> NSP approved by Cabinet. Funds allocated to NSP implementation. Monitoring and evaluation. 	DWYPD ALL
4.2 Develop and implement an Integrated Responsive Child Protection System	<ul style="list-style-type: none"> Finalise the Review of the Programme of Action, addressing violence against women and children.¹⁵ Align the Strategy and NSP. 		<ul style="list-style-type: none"> An operational, integrated, responsive child protection system. 	DSD ALL
4.3 Implement the National Action Plan to combat Racism, Racial Discrimination, Xenophobia				DOJ&CD ALL
4.4 Other policies on vulnerable groups				



1. A AN EFFICIENT, RESPONSIVE AND PROFESSIONAL CRIMINAL JUSTICE SYSTEM

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
5. Effective coordination: intra-and interdepartmental and intersectoral planning and implementation with civil society and relevant government departments i.e. DWYPD, DOJ&CD, NPA, SAPS, DSD	<ul style="list-style-type: none"> Government departments and tiers of government institutionalise prevention strategies addressing violence against women, children and vulnerable groups into strategic plans. 		<ul style="list-style-type: none"> Prevention strategies (aligned to WP) integrated into government departments', provinces' and municipalities' strategic plans and reported in annual reports. Budgets allocated to prevention interventions (aligned to WPSS and NSP). 	ALL
	<ul style="list-style-type: none"> Establish effective coordination mechanisms addressing violence against women, children and vulnerable groups. 		<ul style="list-style-type: none"> Coordination mechanisms institutionalised, capacitated and operational. 	DWYPD
	<ul style="list-style-type: none"> Establish effective, reliable information management, surveillance and tracking system of services and cases through health, social development and criminal justice system. 		<ul style="list-style-type: none"> Intersectoral information management system operational. 	DOJ&CD, NPA, SAPS, DoH, DSD
	<ul style="list-style-type: none"> Strengthen coordination between SAPS and NPA during investigations and prosecutions. 		<ul style="list-style-type: none"> Increase in the number of GBV cases prosecuted. Increase in the number of convictions. Reduction in number of acquittals. 	SAPS, NPA
	<ul style="list-style-type: none"> Facilitate seamless and integrated service through effective monitoring of ICT systems. 		<ul style="list-style-type: none"> Reduction in delays, remands and postponements. Provision of services and performance of functions within prescribed time frames. 	DOJ&CD, NPA, SAPS, DoH, DSD
	<ul style="list-style-type: none"> Provide reliable statistics and disaggregated data, collected and shared with and amongst stakeholders. 		<ul style="list-style-type: none"> Knowledge-based and integrated service provision. 	DOJ&CD, NPA, SAPS, DoH, DSD
6. Resourced and capacitated service delivery	<ul style="list-style-type: none"> Capacitate and equip CJS functionaries: <ul style="list-style-type: none"> Train and sensitise CJS functionaries. Reduce vicarious trauma and staff burnout. 		<ul style="list-style-type: none"> Police trained in effective investigation skills for GBV offences, legislation, protocols and obligations re treatment of victims. Prosecutors and judicial officers trained in legislation, protocols and treatment of victims. Health professionals and social development professionals trained in legislation, protocols and rights of victims; sensitivity training when dealing with victims, and non-discrimination of vulnerable groups. Court staff, police officers, social workers and health workers provided with debriefing. 	DOJ&CD, SAPS, NPA, Judiciary, DoH, DSD

1. A AN EFFICIENT, RESPONSIVE AND PROFESSIONAL CRIMINAL JUSTICE SYSTEM

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
6. Resourced and capacitated service delivery ... <i>continued</i>	<ul style="list-style-type: none"> Develop minimum norms and standards for CJS services. <ul style="list-style-type: none"> Monitor compliance through independent monitoring and evaluation. Implement sanctions for non-compliance. 		<ul style="list-style-type: none"> Reduction in secondary victimisation. Professional, responsive service. Zero tolerance for poor service delivery. 	DOJ&CD, DPME, Judiciary, NPA, DoH, DSD
	<ul style="list-style-type: none"> Provide efficient forensic services. 		<ul style="list-style-type: none"> Criminal Law Forensics Procedures Amendment Act implemented. Backlogs in forensics reduced. Forensic units resourced. Timeous collection and processing of forensic evidence. Operational DNA database. 	DoH SAPS, DOJ&CD
	<ul style="list-style-type: none"> Allocate resources for service provision, infrastructure and operating costs. 		<ul style="list-style-type: none"> Dedicated budget items in departmental votes for interventions addressing violence against women, children and vulnerable groups. All police stations have fully resourced, functional, victim-friendly rooms. <ul style="list-style-type: none"> equipped with trained police officers; staffed by trained psychosocial services providers. Infrastructure and supplies such as rape kits are readily accessible. 	Treasury, DOJ&CD, Judiciary, NPA SAPS, DoH, DSD
7. Strengthened oversight and accountability	<ul style="list-style-type: none"> Review performance management targets that promote perverse incentives not to register cases (to turn away complainants) or not to prosecute cases. 		<ul style="list-style-type: none"> Performance management targets reviewed. 	DOJ&CD, SAPS, CSPS, NPA, Judiciary, DoH, DSD, DPME, provincial government
	<ul style="list-style-type: none"> Strengthen citizen complaint mechanisms. 		<ul style="list-style-type: none"> Increased access to report poor service delivery. 	
	<ul style="list-style-type: none"> Improve monitoring of police and other CJS compliance with legislation. <ul style="list-style-type: none"> Domestic Violence Act (DVA). Address compliance by police of obligations in respect of the Domestic Violence Act. Sexual Offences Act. Child Justice Act. 		<ul style="list-style-type: none"> Increase in reporting of non-compliance. Increase in compliance with DVA obligations by SAPS. 	
	<ul style="list-style-type: none"> Strengthen accountability for non-compliance (management and individual). <ul style="list-style-type: none"> Strengthen compliance requirements and reporting in national instructions on GBV. Provide clear consequences for non-compliance. Enforce consequences for non-compliance consistently. 		<ul style="list-style-type: none"> Comprehensive reporting on sanctions for non-compliance. 	
	<ul style="list-style-type: none"> Implement mandatory electronic reporting and tracking systems for DV. 		<ul style="list-style-type: none"> Operational mandatory electronic systems. 	



1. A AN EFFICIENT, RESPONSIVE AND PROFESSIONAL CRIMINAL JUSTICE SYSTEM

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
8. Improved access to justice	<ul style="list-style-type: none"> Implement measures to reduce barriers to reporting crime by vulnerable groups. 		<ul style="list-style-type: none"> Measures to address barriers to reporting crime by vulnerable groups developed and implemented. 	DOJ&CD, SAPS, NPA, Judiciary, DoH, DSD
	<ul style="list-style-type: none"> Implement strategies to improve access to services for vulnerable and marginalised groups.¹⁶ 		<ul style="list-style-type: none"> Strategies to improve access to services developed and implemented. 	
	<ul style="list-style-type: none"> Strengthen the implementation of legislation and policies addressing violence against women, children and vulnerable groups. <ul style="list-style-type: none"> Stipulate and clarify obligations in legislation and protocols. Enforce legislation dealing with obligations of police and criminal justice service providers. Make mandatory provision of services to victims, e.g., Domestic Violence Act obligation for SAPS to render assistance. Enforce duty to report sexual offences committed with or against children or mentally disabled persons (Criminal Law Amendment Act). Apply provision of services to victims (PEP and HIV testing of accused). Advocate the right to apply for protection orders (Protection from Harassment Act). Capacitate and train SAPS on obligations. Ensure SAPS stations are equipped with a database of service providers. 		<ul style="list-style-type: none"> Increase in reporting of sexual offences against children and mentally disabled persons. Increase in number of victims receiving PEP. Increase in the number of firearms removed. Increase in number of protection orders enforced. Increase in number of victims referred by SAPS to service providers. 	
	<ul style="list-style-type: none"> Strengthen the legal framework addressing violence against women, children and vulnerable groups. <ul style="list-style-type: none"> Strengthen the Domestic Violence Act. Make mandatory reporting of non-compliance to legislation. Finalise and implement legislation on comprehensive services to victims. Strengthen and clarify the legal obligations of government to provide services to victims of violence and crime. Make mandatory the removal of firearms of perpetrators of violence <ul style="list-style-type: none"> at police stations during court applications 		<ul style="list-style-type: none"> DVA reviewed. Victim Services Bill promulgated and implemented. Comprehensive basket of services to victims made mandatory. Mandates and obligations of service departments clarified in legislation. Consistent and appropriate application of sanctions for non-compliance. 	
	<ul style="list-style-type: none"> Enforce protection and rights of victims. <ul style="list-style-type: none"> Present and consider the rights and views of victims during court processes (e.g., bail hearings, sentencing and parole). Apply Victims Charter. Place evidence of threats or intimidation before the court. Provide court preparation and legal advice for survivors at magistrate, district and regional courts. 			

1. A AN EFFICIENT, RESPONSIVE AND PROFESSIONAL CRIMINAL JUSTICE SYSTEM

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
9. Increased access to CJS services	<ul style="list-style-type: none"> ■ Increase access to specialised sexual offences courts. <ul style="list-style-type: none"> ■ Increase the number of sexual offences courts. ■ Resource and capacitate sexual offences courts. ■ Finalise and implement minimum standards on sexual offences courts and court regulations (operationalise Section 55A of the Judicial Matters Amendment Bill) with input from civil society. ■ Strengthen and implement national instructions to ensure compliance. 		<ul style="list-style-type: none"> ■ Increase in the number of sexual offences courts (including remote/rural areas). ■ Increased access to sexual offences courts. 	DOJ&CD, SAPS, NPA, Judiciary, DoH, DSD
	<ul style="list-style-type: none"> ■ Address inefficiencies of TCC model to improve effectiveness and operational efficiency to ensure quality services to clients. <ul style="list-style-type: none"> ■ Address uniformity in provision of essential services, availability of stakeholders, capacity, hours of operation, availability of services, accountability monitoring, benchmarking quality of services, integrated training, protocols and guidelines. ■ Provide adequate staff, specialised forensic nurses, counsellors and legal services. ■ Increase awareness of TCC among population through education and awareness-raising campaigns and signage. ■ Strengthen strategic partnerships with supporting facilities (e.g., shelters and economic empowerment initiatives) to ensure comprehensive care and services to survivors. ■ Integrate TCC into criminal justice system. ■ Implement trauma management models and satellite TCCs in remote areas. 		<ul style="list-style-type: none"> ■ Increase in the number of TCCs. ■ Improved access to TCCs. 	
	<ul style="list-style-type: none"> ■ Increase the footprint and strengthen FCS units. <ul style="list-style-type: none"> ■ Develop and apply recruitment criteria to attract skilled staff. ■ Conduct ongoing mandatory specialised training and certification. ■ Implement quality assurance measures (oversight and evaluation). ■ Improve access to expert, specialised services by adopting a hybrid model utilising experts to enhance capacity. ■ Provide forensic social worker services in all FCS units. ■ Address staff burnout and wellness of staff. ■ Provide adequate resources and funding. 		<ul style="list-style-type: none"> ■ Increase in FCS units and number of FCS units capacitated. 	
	<ul style="list-style-type: none"> ■ Improve access to services for survivors of domestic violence. <ul style="list-style-type: none"> ■ Expand footprint of one-stop centres for victims of GBV and domestic violence, addressing needs such as trauma counselling, health care, psychosocial support, shelter, policing and legal services. ■ Develop synergies/partnerships with police, health care workers and other service providers at all shelters. ■ Improve funding model for NPOs providing services at shelters. ■ Clarify obligations in respect of provision of shelters. ■ Increase access to support services for victims of domestic violence and family members. ■ Provide access to services at shelters (e.g., psychosocial support, therapeutic services, substance abuse treatment, skills development and life skills, economic opportunities to reduce vulnerability and build resilience).¹⁷ <ul style="list-style-type: none"> ■ Address needs of children at school and in childcare. ■ Address provision of emergency and transitional housing. 		<ul style="list-style-type: none"> ■ Increase in the number of one-stop centres. ■ Adequate, sustainable funding models addressing services and provision of shelters. ■ DVA amended to address statutory duty to provide shelters. ■ Increased access to support services for victims and family of DV. 	SAPS, DSD, DOJ&CD, DBE, DoH, DHS, provincial government, local government



1. A AN EFFICIENT, RESPONSIVE AND PROFESSIONAL CRIMINAL JUSTICE SYSTEM

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
9. Increased access to CJS services ... continued	<ul style="list-style-type: none"> ■ Enforce protections and rights of victims. <ul style="list-style-type: none"> ■ Present and consider the rights and views of victims during court processes (e.g., bail hearings). ■ Apply Victims Charter. ■ Place evidence of threats or intimidation before the court. <p><i>(See Pillar 3: Victim Support.)</i></p>			
	<ul style="list-style-type: none"> ■ Improve CJS services to children. <ul style="list-style-type: none"> ■ Improve intersectoral collaboration with criminal justice system. <ul style="list-style-type: none"> ■ Develop effective intersectoral planning mechanisms in provinces, districts and courts. ■ Map services in district (including prevention and early intervention programmes, child protection services, police services counselling and therapeutic services). ■ Child Care and Protection Forums meet, share, analyse child protection information and data, and monitor progress. ■ Institute intersectoral implementation systems: <ul style="list-style-type: none"> □ Multiagency teams □ Interagency management systems □ Collaborative case management ■ Improve cooperation between social workers and police. <ul style="list-style-type: none"> ■ Conduct inter-agency case reviews. ■ Implement notifications by SAPS to DSD of whereabouts of perpetrators. ■ Report number of perpetrators removed. (s153, Children's Act). ■ Improve case management systems. <ul style="list-style-type: none"> ■ Implement efficient, integrated information management systems. <ul style="list-style-type: none"> □ Disaggregate data. □ Enter information timeously. □ Strengthen surveillance and capacity to monitor cases and assess resource allocation. □ Develop electronic case management system. ■ Enforce protections and rights of children. ■ Improve referral systems between DSD, DoH, Justice, JCPS and health sectors. <ul style="list-style-type: none"> ■ Operationalise tracking systems. ■ Improve response time. ■ Increase access to Child Court Preparation Support Services. ■ Increase children's access to services. ■ Increase number of child court supporters. ■ Improve quality of programmes to ensure ongoing access to therapeutic and support services before, during and after trials for children and parents/caregivers. ■ Capacitate and resource NPOs rendering services. ■ Provide evidence-based training to child court support services. ■ Capacitate the Child Protection register system. 		<ul style="list-style-type: none"> ■ Functional inter-agency systems. ■ Comprehensive reporting and tracking of cases. ■ Integrated service delivery. 	

1. A AN EFFICIENT, RESPONSIVE AND PROFESSIONAL CRIMINAL JUSTICE SYSTEM

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
10. A human rights-based approach to treatment of vulnerable groups implemented by the CJS	<ul style="list-style-type: none"> ■ Apply human rights standards in the treatment of vulnerable groups in the CJS. <ul style="list-style-type: none"> ■ Comply with international obligations. ■ Decriminalise sex work. ■ Implement the South African National Sex Worker HIV Plan 2016–2019. ■ Integrate protection of the rights of vulnerable groups (sex workers, LGBTIQ+ and gender non-conforming persons, foreign nationals, disabled persons) into national strategic plans across the criminal justice system. ■ Reduce victimisation of vulnerable and marginalised groups by CJS. 		<ul style="list-style-type: none"> ■ Law reform on sex work. ■ CJS functionaries capacitated and trained on the rights of vulnerable groups (sex workers, LGBTIQ+ and gender non-conforming groups, foreign nationals, disabled persons), i.e., sensitivity training when dealing with victims and non-discrimination against vulnerable groups. ■ SAPS operating procedures and national instructions on vulnerable groups (sex workers, LGBTIQ+ and gender non-conforming groups, foreign nationals, disabled persons) aligned to human rights standards. 	DOJ&CD, SAPS, NPA, Judiciary, DoH, DSD
11. Effective CJS services for Children in Conflict with the Law.	<ul style="list-style-type: none"> ■ Improve the quality of and access to services by children in conflict with the law. <ul style="list-style-type: none"> ■ Increase knowledge and capacity of service providers and first-time responders. ■ Increase access to probation services. ■ Implement interventions for parents and families. <p><i>(See Pillar 1B for additional information.)</i></p>		<ul style="list-style-type: none"> ■ Increase in the number of child offenders registered and referred by SAPS. ■ Increase in the number of probation officers. ■ Increase in the number of child offenders assessed by probation officers and social workers. ■ Increase in the number of children accessing probation programmes. ■ Increase in the number of programmes for parents and families. ■ Increase in the number of parents and families accessing programmes. 	DSD & JCSPS cluster





1. B EFFECTIVE DIVERSION, REHABILITATION AND REINTEGRATION PROGRAMMES

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
1. Integrated service delivery for persons in conflict with the law	<ul style="list-style-type: none"> Align programmes to ensure continuum of support services from arrest to release. Integrate planning by all sector departments. 		<ul style="list-style-type: none"> Participation of all stakeholders/ departments responsible for service provision (health, therapeutic services and family support, skills development, employment on release). 	SAPS, DSD, DCS, DOJ&CD, NPA, DoH, DPW, DED, DoL, DHS, provincial government
2. Increased use of quality diversion services	<ul style="list-style-type: none"> Adopt an integrated approach to diversion which addresses care, support and treatment, and which includes aftercare and access to support services. 		<ul style="list-style-type: none"> Decline in rates of recidivism. 	DSD, DoH, DCS, DBE, academia, civil society and experts, provincial and local government
	<ul style="list-style-type: none"> Increase the number and quality of diversion services for children. Review funding model for diversion services. Address deficits in funding models; there is a need to include all costs, including funding for posts, project funding, transport costs, monitoring and evaluation, work-based models, and individual, family and victim interventions. Increase access to probation officers for children. 		<ul style="list-style-type: none"> Increase in number of children diverted. Decrease in recidivism of child offenders. Increase in access to probation officers. Increase in number of children assessed by probation officers. 	DSD, DoH, DCS, DBE, academia, civil society and experts
	<ul style="list-style-type: none"> Improve access to high quality treatment and services by children at Child and Youth Care Centres (CYCCs). <ul style="list-style-type: none"> Develop and implement independent oversight of CYCCs. Improve quality of reintegration and rehabilitation programmes at CYCCs. The basket of services should address the full needs of the child, demonstrate an integrated approach to care, support and treatment, and include access to aftercare and other support services. Improve case management systems in CYCCs. 		<ul style="list-style-type: none"> Decrease in recidivism of child offenders at CYCCs. Increase in access to probation officers at CYCCs. Increase in number of children assessed by probation officers in CYCCs. Efficient, integrated electronic management systems. 	DSD, DoH, DBE, academia, civil society and experts, provincial government, local government
	<ul style="list-style-type: none"> Develop and implement the regulatory framework for adult diversion. <ul style="list-style-type: none"> Develop and implement NPA Guidelines on Adult Diversion. 		<ul style="list-style-type: none"> Framework for Delivery of Adult Diversion Services (with norms and standards) implemented. 	DSD DOJ&CD, NPA, Judiciary, Treasury, provincial government
	<ul style="list-style-type: none"> Increase the use of diversion in specified cases. <ul style="list-style-type: none"> Train prosecutors and judicial officers on use of diversion for adults. Increase access to diversion programmes for adult offenders. Increase the number of probation officers for adults. Address challenges of enforcement of diversion orders. 		<ul style="list-style-type: none"> Increase in number of persons diverted. Decline in non-compliance with diversion orders. 	DSD DOJ&CD, NPA
	<ul style="list-style-type: none"> Strengthen capacity to deliver effective diversion programmes. <ul style="list-style-type: none"> Train and monitor delivery of services by all service providers. Review funding and regulatory model for NPOs providing services. Improve assessment of clients to ensure correct programme or package of services. Ensure availability of appropriate programmes (including substance abuse therapeutic treatments). 		<ul style="list-style-type: none"> Reduction in recidivism of adults diverted. Increase in number of adult offenders assessed by probation officers. 	DSD DOJ&CD, NPA, provincial government
	<ul style="list-style-type: none"> Improve integration and coordination between service departments and service providers. <ul style="list-style-type: none"> Clarify role of municipalities, particularly those with metro police services and community courts, in respect of provision of diversion programmes. 		<ul style="list-style-type: none"> Integrated service delivery. 	DOJ&CD NPA SAPS provincial government

1. B EFFECTIVE DIVERSION, REHABILITATION AND REINTEGRATION PROGRAMMES

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
3. Effective rehabilitation and reintegration services implemented	<ul style="list-style-type: none"> Strengthen the policy framework for rehabilitation and reintegration. <ul style="list-style-type: none"> Align framework for rehabilitation and reintegration programmes. Rehabilitation must include reintegration, and framework should allow work with the offender through the entire process, from arrest to release. Combine rehabilitation and reintegration programmes as one process and ensure continuum in service and support. 		<ul style="list-style-type: none"> Aligned programme for rehabilitation and reintegration. 	DSD, DCS NPA, DOJ&CD
	<ul style="list-style-type: none"> Deliver an integrated approach to rehabilitation and reintegration of offenders. <ul style="list-style-type: none"> All stakeholders participate, including former inmates, families of inmates and departments responsible for service provision. Services should include health, skills development, employment, housing on release, therapeutic services and family support. Trained social workers conduct professional diagnosis and assessment of inmates. Develop an integrated strategy addressing post-release plans for inmates on release. <ul style="list-style-type: none"> Address all components (living arrangements, employment placement, support services, health and wellbeing, skills and education). Programmes must be evidence based. Develop indicators for pre-release plans. Align with other initiatives and programmes (e.g., EPWP, CWP and skills initiatives). 		<ul style="list-style-type: none"> Integrated service delivery of rehabilitation and reintegration programmes. Rehabilitation programmes address all needs of inmates. Diagnostic tools and instruments for assessment improved and implemented. Rehabilitation plans address post-release requirements of inmates. 	DSD, DCS, DoH, DoL, DED, DTI, provincial government, local government
	<ul style="list-style-type: none"> Improve the quality of rehabilitation programmes and services. <ul style="list-style-type: none"> Provide accredited, evidence-based rehabilitation programmes. Develop and implement norms and standards for services and service providers, addressing accreditation, quality assurance, and monitoring and evaluation of evidence-based programmes. Train staff and service providers administering rehabilitation programmes in correctional service settings. Strengthen correction programmes and plans to ensure access to trauma and therapeutic services for family members, and employment and support services for inmates after release. Develop targeted interventions for different categories of offenders (e.g., youth). 		<ul style="list-style-type: none"> Approved norms and standards applied. Qualified staff and accredited service providers deliver programmes. Correctional plans address aftercare needs of inmates. Reduction in recidivism. 	DSD, DCS, DoH, DoL, DED, DTI, provincial government, local government
	<ul style="list-style-type: none"> Develop and implement an improved resourcing model for NPOs to deliver rehabilitation and reintegration services. <ul style="list-style-type: none"> Address all cost requirements. Allocate resources timeously. 		<ul style="list-style-type: none"> Qualified, accredited NPOs contracted. 	DSD, DCS, Treasury, provincial government
	<ul style="list-style-type: none"> Develop an integrated information management system to track and monitor inmates during incarceration and post-release. 		<ul style="list-style-type: none"> Effective tracking of inmate progress, during prison and post release. Accurate statistics on recidivism. 	DCS, DSD, DoH, DoL, DED, DTI, provincial government, local government



1. C EFFECTIVE RESTORATIVE JUSTICE PROGRAMMES AND INTERVENTION

DELIVERABLE	KEY ACTIONS	TARGET DATE TO ACHIEVE DELIVERABLE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
1. Integrated framework for restorative justice across government	<ul style="list-style-type: none"> ■ Develop integrated framework for restorative justice system. <ul style="list-style-type: none"> ■ Review punishment and correction approach and adopt a restorative approach that addresses issues of equitable justice. ■ Develop a holistic strategy that is linked to early intervention, defines restorative justice as a process and paradigm rather than a standalone intervention, and is aligned across justice system and government. ■ Apply restorative justice paradigm in learner disciplinary processes at schools. 	Medium- to long-term	<ul style="list-style-type: none"> ■ Single, coherent restorative justice framework across government. 	DOJ&CD, NPA, DSD, Judiciary
2. Effective restorative justice programmes and interventions developed and implemented	<ul style="list-style-type: none"> ■ Strengthen the regulatory framework for restorative justice. <ul style="list-style-type: none"> ■ Implement aligned policy and regulatory framework across CJS. ■ Train probation officers, prosecutors and judicial officers on programmes and interventions. 	Short-term	<ul style="list-style-type: none"> ■ Integrated, aligned policy and regulatory framework across the CJS. ■ CJS functionaries capacitated. 	
	<ul style="list-style-type: none"> ■ Improve the quality of, and access to, restorative justice services. <ul style="list-style-type: none"> ■ Develop an accreditation system for service providers that accommodates all sectors (including community-based organisations) and all specialisations, with norms and standard, quality assurance, monitoring and evaluation systems. ■ Develop a funding model for external service providers. ■ Increase the number of qualified service providers. ■ Integrate interventions with other support services and programmes for optimal effect. 	Short-term	<ul style="list-style-type: none"> ■ Comprehensive accreditation system for restorative justice service programmes developed and implemented. ■ NPO service providers resourced. ■ Integrated service delivery. 	

PHOTO PLACEHOLDER



PILLAR 2: EARLY INTERVENTION TO PREVENT CRIME AND VIOLENCE AND PROMOTE SAFETY

2. A COMPREHENSIVE AND INTEGRATED DELIVERY OF EARLY INTERVENTIONS TO PREVENT CRIME AND VIOLENCE

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT.
1. Primary prevention and early intervention for the effective provision of crime and violence prevention, with interventions and programmes institutionalised across government	<ul style="list-style-type: none"> Strengthen the legislative and policy framework for effective provision of crime and violence prevention and early intervention programmes. 		<ul style="list-style-type: none"> Roles and responsibilities clarified in legislation and policy. Strategies and policies aligned, with clear indicators for crime and violence prevention. 	ALL
	<ul style="list-style-type: none"> Integrate and align strategies and programmes for early intervention to address crime and violence prevention. <ul style="list-style-type: none"> Early intervention programmes address risk factors for crime and violence (White Paper on Safety and Security). 		<ul style="list-style-type: none"> Government strategies and plans at national, provincial and local level integrate focus on primary prevention and early intervention. Government strategies and plans at national, provincial and local level are aligned to the strategy and the NSP. 	ALL
	<ul style="list-style-type: none"> Allocate resources to early intervention programmes. <ul style="list-style-type: none"> Increase capacity to deliver early intervention and prevention programmes by capacitating existing functionaries with skills and capacity development in public and NPO sector. Increase funding to early and primary crime and violence prevention interventions in government and to the NPO sector. 		<ul style="list-style-type: none"> Capacitated and resourced NPOs. Increase in social workers, social auxiliary workers, paraprofessionals and community workers focusing on crime and violence prevention. Improved funding models for NPO sector, addressing all costs for comprehensive delivery of programmes and services. 	ALL DCoG, DSD, DoH, DPW, DED, DTI, provincial and local government Funding and skills development entities (e.g., National Youth Development Agency, Lottery, SETAs, CWP, EPWP)

2. B A HEALTHY START FOR INFANTS AND CHILDREN, INCLUDING THE FIRST 1000 DAYS OF LIFE, PRESCHOOL AND SCHOOL CHILDREN, AND PARENTS/CAREGIVERS.*

(Focus on children from conception to 18 years of age) *Pre-requisite: Comprehensive access to social welfare services and interventions addressing unemployment and poverty

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT.
1. An integrated framework and system for child wellbeing implemented, with a focus on safety, crime prevention and violence prevention	<ul style="list-style-type: none"> Develop an integrated framework and system for child wellbeing,¹⁸ which includes safety, crime prevention and violence prevention.¹⁹ 		<ul style="list-style-type: none"> Standardised indicators for child wellbeing across all departments, spheres of government. 	Relevant department, academic experts and practitioners with input from communities and NPO sector
2. Universal access to comprehensive, integrated early childhood development services	<ul style="list-style-type: none"> Implement a comprehensive, integrated early childhood development services system. <ul style="list-style-type: none"> Implement ECD Policy.²⁰ Implement a comprehensive strategy for securing provision of prevention and early intervention programmes to families, parents and caregivers and children. Increase access to quality ECD centres Improve safety of and in ECD centres (environmental, physical, psychological and emotional). Improve oversight, support and regulation of ECD centres. <ul style="list-style-type: none"> Strengthen assessment/monitoring systems and feedback of ECD services and DSD. 		<ul style="list-style-type: none"> All children have access to comprehensive, integrated early childhood development services. Increased access to high-quality early childhood development services. Increased availability of Early Childhood Development (ECD) centres. Increased accessibility to comprehensive social security services. Increased enrolment and retention of children in ECD centres. Increase in number of registered ECD centres that meet registration and service requirements. 	ECD Policy - DoH, DBE, DSD and partners Provincial and local government



2. B

A HEALTHY START FOR INFANTS AND CHILDREN, INCLUDING THE FIRST 1000 DAYS OF LIFE, PRESCHOOL AND SCHOOL CHILDREN, AND PARENTS/CAREGIVERS.*

(Focus on children from conception to 18 years of age) *Pre-requisite: Comprehensive access to social welfare services and interventions addressing unemployment and poverty

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
3. Parents and caregivers supported and capacitated (Provide safe, stable and nurturing relationships between children and parents/caregivers, by equipping them for effective parenting and providing access to healthcare and psychosocial services to address intergenerational violence and abuse.)	<ul style="list-style-type: none"> ■ Provide holistic/integrated parent support services at all levels to ensure that early interventions and targeted, integrated programmes reach vulnerable, 'at risk' groups. <ul style="list-style-type: none"> ■ Provide effective risk screening of parents during pregnancy and access to antenatal care for vulnerabilities (health, including mental health, social support and crime and violence risk factors). ■ Expand access to family and home-based support for pregnant woman and children under two years of age. ■ Allocate resources to ensure risk screening, response and support services. ■ Expand access to ECD parent support programmes. ■ Provide access to empathetic counselling and psychosocial support services for: <ul style="list-style-type: none"> ■ pregnant women ■ 'at risk' mothers ■ parents/caregivers of young children (0–2) years ■ Provide psychosocial support and information to parents and caregivers. ■ Increase community health care initiatives. ■ Increase funding of MCCW (Mother and Child Community Workers), CHCWs (community health care workers) and PHC (primary health care) counsellors/social workers. ■ Ensure referral and support for parents of children is provided through service departments and community platforms, schools, ECD centres and Early Child learning centres (including nurseries, day care facilities) and service departments. 		<ul style="list-style-type: none"> ■ Risks screening made mandatory. ■ Increase in family and home-based support interventions. ■ Accessible psychosocial support for parents (healthy parents = healthy children). ■ Increase in community healthcare initiatives. ■ Improved access to trauma counselling services for families and children. ■ Increase in MCCW (mother and child community workers), CHCWs (community health care workers) and PHC (primary health care) counsellors/ social workers. ■ Improved referral pathways between departments and service providers. 	DSD, DBE, DoH, provincial and local government (e.g., ward-based outreach teams, local government health, social and community development services), private sector, NPO sector.
	<ul style="list-style-type: none"> ■ Educate parents, communities and service providers on links between crime and violence and child development. <ul style="list-style-type: none"> ■ Educate caregivers and parents (mothers from conception at clinics), nurses, CHCWs and home visitors, and ECD teachers. ■ Design and deliver clear messaging/campaign about brain development and its impact on community safety, using facts and story narratives for various audiences. 		<ul style="list-style-type: none"> ■ Communities and service providers educated on relationship between crime and violence and child development/ wellness outcomes. 	DBE, DSD, DoH, Communications, GCIS, Science and Technology, provincial and local government, NPO sector
	<ul style="list-style-type: none"> ■ Train community workers (health and DSD), child workers (teachers and ECD practitioners) to screen, identify and refer children and parents/caregivers to social and support services. 		<ul style="list-style-type: none"> ■ Staff and service providers equipped and trained. 	DSD, DBE, DoH, provincial and local government, NPO sector
4. Social and economic support provided for parents and caregivers of vulnerable children	<ul style="list-style-type: none"> ■ Targeted interventions for vulnerable women and caregivers. <ul style="list-style-type: none"> ■ Increase economic opportunities for vulnerable women and caregivers. ■ Provide targeted opportunities for vulnerable²¹ women, parents and caregivers. ■ Ensure comprehensive access to social and economic assistance by vulnerable women and caregivers. ■ Implement targeted interventions for vulnerable women, caregivers, parents and children. 			DSD, DoH, provincial and local government, Public Works, DCoG, DED, DTI

2. C A SAFE AND SUPPORTIVE HOME, SCHOOL AND COMMUNITY ENVIRONMENT FOR CHILDREN AND YOUTH*

*Prerequisite: Children's primary needs are met: access to health services and social security, nutrition, education and essential services, shelter, water and sanitation²²

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
1. Reduced exposure of children to crime and violence and other forms of harmful behaviour: IN THE HOME Children are safe, nurtured and supported in their homes.				
1.1 Initiatives developed aimed at developing stable, nurturing relationships between children and parents/caregivers	Implement initiatives aimed at developing stable, nurturing relationships between children and parents/caregivers to address intergenerational cycle of abuse. <ul style="list-style-type: none"> ■ Increase the number and quality of home visit programmes for vulnerable, 'at risk' children and parents/caregivers. ■ Expand the capacity and quality of community health workers (improve remuneration, training and mentoring) to improve quality of home-based care and to include parental support and guidance. ■ Develop and implemented initiatives to address the needs of children exposed to violence and crime. ■ Integrate victim support interventions and responses with the needs of children exposed to crime and violence. 		<ul style="list-style-type: none"> ■ 'At risk' children and caregivers identified. ■ Increase in number of community health workers. ■ Community health workers capacitated. ■ Children exposed to crime and violence, and other risk factors (e.g., substance abuse) receive access to support services. 	DoH, DSD, DBE, SAPS, DOJ&CD, NPO sector, provincial and local government
1.2 Effective early detection of vulnerable and 'at risk' children and families/caregivers <i>(See Pillar 2B, Section 3: Parents and caregivers supported and capacitated.)</i>	<ul style="list-style-type: none"> ■ Identify children at risk. <ul style="list-style-type: none"> ■ Conduct ongoing training on standardised assessment tools to measure post-traumatic stress disorder, anxiety, depression and parenting capacity to enable identification of targeted interventions, i.e. how to identify children at risk, and assess the needs of children and the capacities of caregivers to create conducive environment for safety and recovery. ■ Conduct risk assessments. ■ Develop assessment tools. ■ Implement or develop protection plans for services and interventions. ■ Develop a strategy for universal screening for violence prevention: routine, universal, mass and targeted (high-risk communities) screening for violence against children.²³ <ul style="list-style-type: none"> ■ Develop comprehensive and integrated policy and regulatory frameworks that address roles and responsibilities, guidelines, oversight mechanisms and information management. ■ Train service providers to administer screening. ■ Capacitate childcare workers and persons working with children to identify indicators of violence. ■ Develop effective surveillance and monitoring systems that facilitate information sharing and management of services. 		<ul style="list-style-type: none"> ■ Intergovernmental comprehensive screening system operational. ■ Increase in targeted interventions for 'at risk' children and families. 	





2. C

A SAFE AND SUPPORTIVE HOME, SCHOOL AND COMMUNITY ENVIRONMENT FOR CHILDREN AND YOUTH*

*Prerequisite: Children's primary needs are met: access to health services and social security, nutrition, education and essential services, shelter, water and sanitation²²

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
<p>1.2 Effective early detection of vulnerable and 'at risk' children and families/caregivers</p> <p><i>(See Pillar 2B, Section 3: Parents and caregivers supported and capacitated.)</i></p>	<ul style="list-style-type: none"> ■ Improve provincial planning and implementation, as required by Children's Act. <ul style="list-style-type: none"> ■ Ensure provincial plans reflect reality of province and ensure sufficient child protection services in provincial strategies. ■ Address challenges and gaps in supply of child protection services in provincial plans of action. ■ Improve collaboration and coordination between social service and mental health practitioners. <ul style="list-style-type: none"> ■ Clarify roles and responsibilities. ■ Implement referral protocols. ■ Increase services to children at risk. ■ Increase capacity to deliver services and programmes effectively. <ul style="list-style-type: none"> ■ Improve social work practitioners' capacity with: <ul style="list-style-type: none"> ■ procedures, manuals, protocols, tools. ■ ongoing training and specialist training ■ improved capacity to identify, assess and respond to complex nature of abuse and trauma. ■ improved undergraduate training curriculum for social workers, auxiliary social workers and paraprofessionals on child protection system. ■ Increase number of social workers. <ul style="list-style-type: none"> ■ Contract and train additional paraprofessional lay counsellors to improve access and delivery of treatment and interventions. ■ Expand footprint of NPO service providers. ■ Improve funding model for NPOs, e.g., address programme funding, disparity between DSD social worker and NPO social worker remuneration, overhead costs, operational and infrastructure costs. ■ Reflect needs on the ground in service-level agreements. ■ Effectively disburse Criminal Asset Recovery Fund funding. ■ Ring fence funding. ■ Improve access to social workers <ul style="list-style-type: none"> ■ in remote and rural areas ■ after hours and weekends. ■ Provide effective oversight and supervision. <ul style="list-style-type: none"> ■ Increase the number of supervisor posts and fill posts. ■ Conduct regular and timeous case management review. ■ Strengthen accountability. 		<ul style="list-style-type: none"> ■ Incentives for effective coordination and cooperation integrated into performance systems. 	DSD, DBE, JCPS cluster, provincial and local government, NPO sector
<p>1.3 Children equipped and educated regarding crime and violence</p>	<ul style="list-style-type: none"> ■ Improve children's knowledge about violence, including sexual abuse and how to protect themselves, through age-appropriate education and awareness programmes in schools and communities. <ul style="list-style-type: none"> ■ Develop age-appropriate life skills programmes for children and adolescents. ■ Build social, emotional and behavioural competences (interventions for children, and parent-child programmes). 		<ul style="list-style-type: none"> ■ Comprehensive evidence-based education and awareness strategy for children developed and implemented. 	DSD, DoH, DBE, public broadcaster, provincial and local government, civil society, NPO sector, private sector and faith-based sector

2. C A SAFE AND SUPPORTIVE HOME, SCHOOL AND COMMUNITY ENVIRONMENT FOR CHILDREN AND YOUTH*

**Prerequisite: Children's primary needs are met: access to health services and social security, nutrition, education and essential services, shelter, water and sanitation²²*

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
2. Reduced exposure of children to crime and violence and other forms of harmful behaviour: IN LEARNING ENVIRONMENTS (Safe, supportive and enabling learning environments for children and learners)				
2.1 Increased access to quality ECD services	<ul style="list-style-type: none"> Universal access to quality ECD. <i>(See Pillar 2B, Section 2: Universal access to comprehensive, integrated early childhood development services.)</i> 		<ul style="list-style-type: none"> Consult DSD/DBE/DoH Increased access to ECD services Increase in enrolment of children in ECD centres. 	ECD Policy: DSD, DBE, DoH, academia, experts and NPO sector
2.2 Safe and supportive enabling early learning environments	<ul style="list-style-type: none"> Ensure early learning centres are safe and support children affected by violence and crime. <ul style="list-style-type: none"> Strengthen and implement protocols for reporting of children affected by crime and violence and children 'at risk'. Implement effective screening, identification, referrals and interventions for children at risk/exposed to violence. 			ECD partners, DSD, DBE and partners, provincial and local government, Human Settlements, Public Works, SAPS
2.3. Effective preschool enrichment programmes	<ul style="list-style-type: none"> Integrate age-appropriate crime and violence prevention focus and interventions into programmes. <i>(See Pillar 2B, Section 2.)</i> 			DSD, DBE, DoH, academia, experts and NPO sector
2.4 Corporal punishment, neglect, abuse and maltreatment of children in ECD centres eliminated	<ul style="list-style-type: none"> Equip ECD facilitators with skills and tools to manage learning environments professionally. Improve oversight mechanisms and processes of DSD. <ul style="list-style-type: none"> Implement effective complaint and reporting systems for abuse, neglect and non-compliance by service providers. 			DSD, DBE, DoH, NPO sector
3. Reduced exposure by children to crime and violence and other forms of harmful behaviour: IN SCHOOL				
3.1 Increased learner enrolment and retention in primary and secondary schools	<ul style="list-style-type: none"> Implement effective interventions to address risk factors for school drop-outs (truancy, substance abuse, behavioural challenges, poor nutrition, etc.). 		<ul style="list-style-type: none"> Increase in school attendance. Decline in school drop-out rates. Increase in access to learning support, nutrition, enrichment and support programmes for learners at risk. 	DSD, DBE, DoH, provincial and local government, academia, experts and NPO sector
3.2 An integrated strategy that addresses all risk factors for crime and violence at each school	<ul style="list-style-type: none"> Implement the National School Safety Framework. Ensure teachers, support staff and service providers are vetted. Adopt a zero-tolerance approach to all forms of abuse and maltreatment by teachers, management and support staff against children. <ul style="list-style-type: none"> Institute immediate discipline, sanctions and action against teachers and school employees who commit acts of violence towards children. (Best interests of child must take precedence.) Improve accountability and compliance with reporting requirements to DBE, DSD and SAPS. Integrate safety and violence prevention focus into the Integrated School Health Policy. 		<ul style="list-style-type: none"> Implementation plans for National School Safety Framework executed at provincial level, addressing school safety holistically. Reduction in violence, bullying and GBV incidents at schools. Reduction in teenage pregnancies. 	DBE, SAPS, teacher unions and associations, DoH, provincial and local government
3.3 Effective interventions for learners at risk/exposed to violence	<ul style="list-style-type: none"> Implement effective screening to identify learners at risk. Increase access to therapeutic and psychosocial support services for children exposed to violence, through provision of counsellors at schools and programmes that address substance abuse, intimate partner violence and other social problems in the home. 		<ul style="list-style-type: none"> Increased access to therapeutic and psychosocial support services and programmes for learners. Capacitated learner support units. 	DBE, DSD, SAPS, provincial government, local government, civil society



2. C

A SAFE AND SUPPORTIVE HOME, SCHOOL AND COMMUNITY ENVIRONMENT FOR CHILDREN AND YOUTH*

*Prerequisite: Children's primary needs are met: access to health services and social security, nutrition, education and essential services, shelter, water and sanitation²²

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
3.4 Crime and violence prevention addressed through school curriculum	<ul style="list-style-type: none"> ■ Integrate crime and violence prevention education and programmes into school curriculum. <ul style="list-style-type: none"> ■ Draw on capacity and expertise of academia, NPO sector and private sector to foster partnerships and collaborations with schools to provide effective, evidence-based interventions. ■ Educate and capacitate all schoolteachers, principals and support staff at schools. <ul style="list-style-type: none"> ■ Equip teachers to deal with victims of crime and violence (e.g., sensitivity training, practical skills, protocols) during tertiary training and through ongoing staff development training. ■ Improve quality of and capacitate Life Orientation teachers. <ul style="list-style-type: none"> ■ Set minimum criteria for Life Orientation teachers (minimum: degree in social work and sociology and postgraduate teaching diploma.) 		<ul style="list-style-type: none"> ■ Improved quality and relevance of curriculum. 	DBE, DoH, DSD, academia, civil society
3.5 Elimination of corporal punishment in schools	<ul style="list-style-type: none"> ■ Equip teachers by capacitating on positive discipline and classroom management tools. ■ Ensure effective consequence management for school management regarding non-compliance with policy in respect of reporting abuse (teachers, principals, school governing bodies). <ul style="list-style-type: none"> ■ Ensure timeous and appropriate discipline for offenders. ■ Improve oversight by DBE district, provincial and national departments. ■ Improve efficiency of SA Council for Educators disciplinary processes, reporting systems and sanctions. 		<ul style="list-style-type: none"> ■ Reduction in cases of corporal punishment at schools. 	DBE, SACE, SAPS
3.6 Increased access to extra-mural activities	<ul style="list-style-type: none"> ■ Increase access to sports, arts and culture programmes after school. 			DBE, DSD, Sports, Arts and Culture, provincial and local government, private sector, NPO sector
3.7 Improved safe access to and from schools	<ul style="list-style-type: none"> ■ Provide safe, reliable access (transport routes), and transport to and from school. <ul style="list-style-type: none"> ■ Ensure reliable, safe transport for learners to and from school. ■ Ensure learners have safe access to and from school. ■ Ensure areas around schools are safe and free from violence, alcohol, guns and drugs. 		<ul style="list-style-type: none"> ■ Reduction in incidents of violence against learners going to and from school. 	DSD, DBE, DoH, provincial and local government (planning, law enforcement, traffic, community safety), DHS, Public Works, Transport, SAPS, private sector, NPO sector, communities
3.8 Targeted interventions for schools identified as high-risk	<ul style="list-style-type: none"> ■ Develop and implement integrated interventions and programmes that address challenges experienced by schools (i.e. gangsterism, access to drugs, alcohol and weapons in schools and surrounding areas). ■ Improve access to social and support services for learners in high risk schools. 			DBE, DoH, DSD, SAPS, local and provincial government, NPO sector, communities

2. C A SAFE AND SUPPORTIVE HOME, SCHOOL AND COMMUNITY ENVIRONMENT FOR CHILDREN AND YOUTH*

*Prerequisite: Children's primary needs are met: access to health services and social security, nutrition, education and essential services, shelter, water and sanitation²²

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
4. Reduced exposure of children to crime and violence and other forms of harmful behaviour: IN COMMUNITIES				
4.1 Improved safety of public spaces	<ul style="list-style-type: none"> Introduce safety through environmental design principles in the upgrade, design and maintenance of public spaces, making them safe and child friendly, i.e., parks, libraries, transport interchanges, pedestrian routes in communities, sports fields, etc. 			DPW, DoT, DHS, provincial and local government, SAPS
4.2 Upgraded human settlements and STED (Safety through Environmental Design) principles implemented in design	<ul style="list-style-type: none"> Introduce safety through environmental design principles in the maintenance, upgrading and development of new human settlements, infrastructure projects, transport interchanges and developments. <ul style="list-style-type: none"> Address safety of transport routes and transport interchanges. Upgrade neglected open spaces. Maintain open spaces, fields and parks consistently. Ensure adequate lighting in human settlements. Increase effectiveness and responsiveness of law enforcement through greater visibility and use of new technologies. 			DPW, DoT, DHS, provincial and local government, SAPS
4.3 Increased access to safe social and recreational amenities and programmes	<ul style="list-style-type: none"> Increase access to social and recreational amenities and programmes (e.g., sports and recreation facilities, community centres, arts and culture facilities). <ul style="list-style-type: none"> Increase access and availability to safe sports and recreational amenities. Increase availability and access to sports, arts and culture programmes, and holiday, aftercare and after-school programmes in communities. 			DSD, DoH, DBE, provincial and local government, GCIS, community safety departments, Arts and Culture, Sports and Recreation, civil society, private sector
4.4 Active community participation in crime and violence interventions	<ul style="list-style-type: none"> Mobilise communities to participate in crime and violence initiatives <i>(See Pillar 6: Active Public and Community Participation.)</i> Capacitate communities. <ul style="list-style-type: none"> Make information on community safety and services for crime and violence prevention accessible to all. Display posters on safety, crime and violence prevention programmes (e.g., at municipal service sites, bus stops, train stations, taxi ranks, clinics and hospitals, government buildings, schools, ECD centres and workplaces), and use multi-media communication technologies. Educate communities on restrictive and harmful norms, values and practices. Mobilise communities through mobilisation and educational programmes for parents/caregivers, using multiple media, e.g., technology and mobile applications at schools and sites of service delivery, including civil society interventions. 		<ul style="list-style-type: none"> Information on programmes, services and interventions are readily available and accessible. Ongoing community education and awareness initiatives. 	ALL – national, provincial and local government
4.5 An integrated focus on crime and violence prevention in all economic development interventions	<ul style="list-style-type: none"> Integrate the design and upgrade of crime prevention infrastructure into economic development programmes. Ensure policies integrate a focus on crime and violence prevention into all new developments. 		<ul style="list-style-type: none"> Crime and violence acknowledged in economic development plans as a developmental issue and integrated into policies. High-risk communities prioritised. 	National, provincial and local government, private sector



2. C

A SAFE AND SUPPORTIVE HOME, SCHOOL AND COMMUNITY ENVIRONMENT FOR CHILDREN AND YOUTH*

*Prerequisite: Children's primary needs are met: access to health services and social security, nutrition, education and essential services, shelter, water and sanitation²²

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
4.6 Targeted interventions for violent/high risk communities	<ul style="list-style-type: none"> ■ Implement integrated interventions in identified high risk areas. <ul style="list-style-type: none"> ■ Provide vocational opportunities for unemployed youth. ■ Provide a comprehensive response with treatment for alcohol and substance abuse. ■ Implement multisectoral and integrated interventions addressing gangsterism. <p>Interventions should be informed by context, after an assessment of each community's specific challenges.</p>		<ul style="list-style-type: none"> ■ Integrated, multi-sectoral interventions implemented in high risk communities. ■ Reduction in crime and violence. 	National, provincial and local government, NPO sector, private sector
4.7 Responsible media	<ul style="list-style-type: none"> ■ Ensure compliance of media platforms with human rights standards (television, radio, newspapers, magazines, social media, government media portals and platforms). <ul style="list-style-type: none"> ■ Refrain from broadcasting programmes and images that perpetrate discriminatory stereotypes and that demean or advocate violence against women and vulnerable groups. ■ Increase support for programming that <ul style="list-style-type: none"> ■ provides information on crime and violence prevention ■ promotes positive norms and values ■ challenges harmful attitudes and behaviour, patriarchy, gender stereotyping, violent and toxic masculinities, and restrictive and harmful gender and social norms ■ promotes non-violence ■ promotes equality. 			ALL
4.8 Reduced access to drugs and increased access to treatment and prevention programmes	(See Pillar 2D, Section 2.1: An effective social, policy and legal environment to meet the needs of persons suffering with substance addiction.)			DTI, DoH, SAPS, provincial and local government
4.9 Reduced number of firearms in communities	<ul style="list-style-type: none"> ■ Reduce access to firearms. <ul style="list-style-type: none"> ■ Promote effective enforcement of firearm legislation. <ul style="list-style-type: none"> ■ Stricter controls on carrying of firearms. ■ Stricter storage requirements. ■ Make mandatory application of section 103 of the Firearms Control Act 60 of 2000 in matters involving violence, e.g., domestic violence. ■ Implement early intervention programmes that address prevention of gun violence. <ul style="list-style-type: none"> ■ Limit access to firearms. <ul style="list-style-type: none"> ■ Ban identified categories of firearms for public use. ■ Limit quantities of purchase and ownership. ■ Enforce stricter licensing requirements (e.g., criteria for ownership, background checks). ■ Increase minimum age for firearm ownership. ■ Provide effective community education and awareness on rights of communities and victims regarding firearm license applications and removal of firearms. 		<ul style="list-style-type: none"> ■ Increase in number of legal and illegal firearms confiscated. ■ Increase in number of firearms removed through s103 hearings. ■ Reduction in number of firearms in circulation. ■ Reduction in number of offences in which firearms are used. ■ Reduction in sale of firearms. ■ Effective community education and awareness regarding the impact of guns. 	DOJ&CD, SAPS, provinces, DSD, Judiciary
4.10 Increased role of tertiary institutions/ colleges	<ul style="list-style-type: none"> ■ Develop and implement integrated crime and violence prevention strategies that address student safety, aligned with the White Paper on Safety and Security, NSP on GBV, and femicide. ■ Provide a comprehensive package of care for survivors/victims of gender-based violence. ■ Train all first responders/healthcare providers at these campuses about how to manage survivors of GBV. ■ Ensure access at all campuses to equipped treatment centres. ■ Ensure accessible, 24-hour security and support services for victims of crime and violence. 			DHE, DSD, DoH, SAPS

2. D CONTEXT-APPROPRIATE CHILD AND YOUTH RESILIENCE PROGRAMMES

Determination of 'risk' and 'vulnerability' can be facilitated through effective screening and surveillance systems, referrals, community audits and monitoring and evaluation systems.

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
1. Increased access to evidence-based programmes for vulnerable/at risk groups.				
1.1 Provision of evidence-based crime and violence prevention programmes	<ul style="list-style-type: none"> Scale up evidence-based crime and violence prevention programmes that enhance resilience.²⁴ <ul style="list-style-type: none"> Develop a repository of evidence-based programmes that enhance resilience in children and youth. <ul style="list-style-type: none"> Draw on sector experts and practitioners. Develop funding model to roll out programmes. Build greater research and evaluation into promising practices. 		<ul style="list-style-type: none"> Interventions funded and implemented. 	ALL – Treasury, DSD, DBE, DoH, DPME, provincial and local government, private and NPO sector
1.2 Targeted interventions for 'at risk' groups	<ul style="list-style-type: none"> Identify 'at risk' groups in communities for targeted interventions. Develop and implement interventions that are context specific. Focus on restrictive and harmful gender and social norms, gender stereotyping, violent and toxic masculinities, patriarchal assumptions, and CIS heteronormative gender and social norms that drive gender-based violence and violence against LGBTIQ+ communities, perpetuating inequality and discrimination. 			
2. Accessible, effective substance abuse treatment and prevention interventions				
2.1 An effective social, policy and legal environment to meet the needs of persons suffering with substance addiction (alcohol and drugs)	<ul style="list-style-type: none"> Harmonise South African drug law with a public health approach. <ul style="list-style-type: none"> Decriminalise²⁵ personal use of substances in legislation and by-laws. Introduce administrative sanctions supported by diversionary programmes to address addiction. Develop appropriate interventions for persons in conflict with the law. Provide treatment of persons with substance addiction from time of arrest/conflict with the law. Develop appropriate diversion framework and referral pathways for intervention. Strengthen provisions in Prevention of and Treatment of Substance Abuse Act to ensure implementation of prevention and early intervention services for substance abuse. Ensure effective implementation of Children Act orders for parents/caregivers or children to participate in early intervention programmes, including substance abuse. 			DOJ&CD, NPA, DoH, DSD, provincial and local government
2.2 Early intervention	<ul style="list-style-type: none"> Develop tools for early intervention (e.g., assessment tools for designated and trained teachers/school counsellors, police and paramedics). Educate and capacitate first responders/frontline staff (police stations, hospitals, courts, social workers) and service providers. <ul style="list-style-type: none"> Sensitise and train health practitioners (e.g., ICU, trauma units, paramedics) to conduct proper assessments of persons suffering addiction, make referrals and treat addicts humanely. Provide ongoing education and empowerment of persons working with persons with substance addiction. Embed human rights-based approach²⁶ in access and service delivery for persons suffering substance addiction. 			



2. D CONTEXT-APPROPRIATE CHILD AND YOUTH RESILIENCE PROGRAMMES

Determination of 'risk' and 'vulnerability' can be facilitated through effective screening and surveillance systems, referrals, community audits and monitoring and evaluation systems.

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
2.3 Effective screening and referral pathways for persons with alcohol and substance abuse	<ul style="list-style-type: none"> ■ Develop effective screening and referral pathways for persons with alcohol and substance abuse. <ul style="list-style-type: none"> ■ Ensure that maternal screening and parental risk assessments include risks of substance abuse. ■ Provide children of mothers who have substance addiction with appropriate treatment/services, including those who have secondary exposure (i.e., vapour/smoke). ■ Provide referral pathways after assessments/ screening of patients presenting at clinics and hospitals. ■ Integrate substance abuse screening into screening tools and health surveillance systems (antenatal and postnatal clinic visits, well-baby visits, CHW home visits). 			DSD, DBE, DoH, provincial and local government
2.4 Public awareness and education campaigns implemented on substance abuse treatment and prevention	<ul style="list-style-type: none"> ■ Develop public awareness and education campaigns on substance abuse treatment and prevention. <ul style="list-style-type: none"> ■ Improve education and engagement on harmful alcohol consumption and the relationship between violence and alcohol. ■ Link awareness and education interventions to information on how to access integrated, evidence-based education and prevention programmes. 			ALL – DSD, DoH, private sector, provincial and local government
2.5 Effective substance abuse treatment and prevention programmes made universally available and accessible	<ul style="list-style-type: none"> ■ Provide accessible and effective substance abuse treatment and prevention programmes. ■ Improve quality of treatment and prevention programmes. <ul style="list-style-type: none"> ■ Ensure adequate regulation and application of norms and standards to service providers. ■ Ensure availability of evidence-based treatment programmes and support services in communities. ■ Provide accessible, accredited inpatient and outpatient substance abuse treatment and prevention centres. ■ Apply a holistic approach to treatment: <ul style="list-style-type: none"> ■ Include focus on family (spouse, children) and community. ■ Address access to aftercare and support services. 			DSD, DoH, provincial and local government, NPO sector, private sector.
2.6 A public health approach to persons with substance addiction	<ul style="list-style-type: none"> ■ Recognise persons with substance addiction as a 'vulnerable group', since they face barriers such as discrimination and poor treatment when attempting to access services such as health services. <ul style="list-style-type: none"> ■ Recognise children of persons with substance abuse as 'at risk' for targeted interventions and support. ■ Develop targeted interventions for 'at risk' persons/ groups in communities. ■ Target education for at risk groups (e.g., sex workers, children living on streets, homeless youth, farmworkers and other vulnerable groups). <ul style="list-style-type: none"> ■ Audit high-risk communities, develop and implement campaigns to reduce harmful alcohol consumption. 			DoH, DSD, Provincial and local government, DBE

2. D CONTEXT-APPROPRIATE CHILD AND YOUTH RESILIENCE PROGRAMMES

Determination of 'risk' and 'vulnerability' can be facilitated through effective screening and surveillance systems, referrals, community audits and monitoring and evaluation systems.

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
2.7 Protection for children with secondary exposure to illicit substances	<ul style="list-style-type: none"> ■ Implement interventions for children with secondary exposure to illicit substances. <ul style="list-style-type: none"> ■ Deliver high-quality services for victims of crime and violence, addressing the needs and treatment of children suffering from foetal alcohol syndrome and other consequences of substance abuse by pregnant mothers. ■ Increase access to therapeutic and social support services for children of parents/caregivers suffering from substance abuse. ■ Scale up programmes addressing foetal alcohol syndrome. 			DoH, DSD, provincial and local government
2.8 Communities educated to enable them to deal with substance abuse	<ul style="list-style-type: none"> ■ Address challenges with local drug committees (establishment, sustainability and location) and improve synergy with Community Safety Forum Policy. ■ Ensure public and community participation in the development, planning and implementation of programmes and interventions. ■ Capacitate communities to participate in substance abuse awareness initiatives through community development and empowerment strategies (e.g., appoint and train more community/laypersons as recovery assistants and field workers, develop former addicts as peer educators). ■ Develop anti-discrimination and human rights focused education campaigns for communities, government departments and service providers to address stigma of persons suffering from substance abuse.²⁷ ■ Build public and private partnerships to support programmes and interventions addressing substance addiction. 		<ul style="list-style-type: none"> ■ Active community participation in supporting persons with substance addiction. 	DoH, DSD, provincial and local government
2.9 Increased participation of civil society and NPO sector in delivery of services to address substance addiction and prevention	<ul style="list-style-type: none"> ■ Build capacity of NPO sector to deliver services to address substance addiction and prevention. ■ Review and strengthen NPO funding model.²⁸ ■ Develop partnerships/MOUs with academic/research/specialist institutions and organisations to improve quality of drug education and prevention and treatment interventions. 			

PHOTO PLACEHOLDER

PHOTO PLACEHOLDER



2. D CONTEXT-APPROPRIATE CHILD AND YOUTH RESILIENCE PROGRAMMES

Determination of 'risk' and 'vulnerability' can be facilitated through effective screening and surveillance systems, referrals, community audits and monitoring and evaluation systems.

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
2.10 Availability and harmful use of alcohol reduced	<ul style="list-style-type: none"> ■ Reduce availability and harmful use of alcohol. <ul style="list-style-type: none"> ■ Develop and apply zoning criteria for shebeens/ taverns/liquor outlets. <ul style="list-style-type: none"> ■ Reduce density of alcohol outlets (number of alcohol sale outlets/taverns per population group and in area). ■ Regulate location/proximity to schools and early child learning centres. ■ Effectively implement legislation, by-laws and zoning requirements. <ul style="list-style-type: none"> ■ Develop and apply strategies to lower consumption (economic modelling such as increased tax, reduced sales hours of outlets, and operational hours of bars/shebeens/taverns). ■ Strengthen legal and regulatory framework (Liquor Amendment Bill) on sale of alcohol. ■ Effectively enforce laws and by-laws on licensing and alcohol sales (Liquor Act and by-laws). ■ Improve safety of environment in and around drinking establishments. <ul style="list-style-type: none"> ■ Address safety of drinking environments. ■ Promote ethical business practice with tavern owners. ■ Training. ■ Education and awareness. ■ Community monitoring. ■ Enforce prohibition of sale of alcohol to minors through <ul style="list-style-type: none"> ■ effective law enforcement ■ increased penalties for violations. 			DTI, SAPS, provincial and local government
2.11 Criminal justice response to substance abuse reviewed and improved	<ul style="list-style-type: none"> ■ Review criminal justice responses to substance abuse. <ul style="list-style-type: none"> ■ Improve access to diversion programmes for persons with substance addiction. <ul style="list-style-type: none"> ■ Ensure policy and directives address eligibility of persons with substance addiction for diversion. ■ Develop a national protocol on how to deal with substance abusers in conflict with the law. ■ Ensure policy provides for police- and court-based diversionary schemes (directive/protocols).²⁹ ■ Capacitate and train police officials and prosecutors on use of diversion in cases of substance addiction. ■ Provide access to substance addiction treatment in prison custody facilities. ■ Train/sensitise law enforcement officials dealing with persons with substance addiction, including police, municipal law enforcement officers, neighbourhood watches and private security personnel (e.g., to recognise persons with substance addiction who are not a threat to themselves or others, and encourage the use of cautions rather than detention in such cases). 			DOJ&CD, SAPS, DCS, Legal Aid, NPA DSD, DoH, provincial and local government



PILLAR 3: VICTIM SUPPORT

3.A A COMPREHENSIVE FRAMEWORK PROMOTING AND UPHOLDING THE RIGHTS OF VICTIMS OF CRIME AND VIOLENCE

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
1. Strengthened legal and policy framework developed for victim services, care and support	<ul style="list-style-type: none"> ■ Legislate victims' services and rights to ensure mandatory provision. <ul style="list-style-type: none"> ■ Specify the basket of services and obligations to victims. <ul style="list-style-type: none"> ■ Include therapeutic, medical, legal and social support, including housing, economic empowerment and rehabilitation for victims of crime and violence. ■ Enforce current provisions in legislation and policy regarding provision of services to victims.³⁰ <ul style="list-style-type: none"> ■ Strengthen implementation of the Service Charter for Victims of Crime in South Africa and the Minimum Standards on Services for Victims of Crime. <ul style="list-style-type: none"> ■ Include court preparation programmes. ■ Ensure that social service providers provide counselling and practical support at court hearings. ■ Support the legal framework with regulations, implementation plans and instructions to guide and coordinate victim services. <ul style="list-style-type: none"> ■ Address roles and responsibilities, coordination and delivery of services. 			DSD, DoH, SAPS, NPA, DOJ&CD, CSPS
2. Comprehensive Services Delivered to Victims of Crime and Violence				
2.1 Delivery of high-quality, comprehensive services for victims of crime and violence	<ul style="list-style-type: none"> ■ Equip and capacitate service providers. <ul style="list-style-type: none"> ■ Train and sensitise functionaries dealing with victims: <ul style="list-style-type: none"> ■ Police, judiciary, health care workers and social service providers need to be trained in how to deal with victims, and the obligations, responsibilities and rights of victims. ■ Capacitate victim empowerment centres located within police stations with facilities to assist victims and refer to psychological services. <ul style="list-style-type: none"> ■ Provide dedicated victim support coordinators at every police station. ■ Provide comprehensive access to specialised services for victims of GBV, such as <ul style="list-style-type: none"> ■ one-stop centres for reporting and treatment (TCC), specialised intervention units (FCS), specialised courts (Sexual Offences Courts); ■ universal access to psychosocial support at the Thuthuzela Centres; ■ Follow-up services and support to victims and families. <i>(See Pillar 1A, Section 9: Increased access to CJS services.)</i> ■ Develop and implement effective oversight and quality assurance systems. <ul style="list-style-type: none"> ■ Develop and implement norms and standards for service providers. ■ Develop and implement instructions and standard operating procedures for gender-based violence and sexual violence, from processing at the police station through to the criminal justice system. ■ Provide victim services that are intersectoral, address the multidimensional nature and consequences of violence and the needs of victims through a victim-centred approach. <ul style="list-style-type: none"> ■ Address the needs of specific groups (e.g., children, LGBTIQ+, persons with disabilities, sex workers). ■ Ensure that therapeutic programmes are evidence based, including treatment protocols. ■ Increase the number of places of safety and emergency shelters available for victims of violence against women (emergency, transitional and long-term shelter and housing). ■ Improve access to and quality of child protective measures for all child victims and witnesses. ■ Provide financial support for victims and families, including transport for victims to attend court. ■ Provide economic support to reduce economic dependence on abusive partners. Support recovery and improve access to economic opportunities to build resilience and rehabilitation. 		<ul style="list-style-type: none"> ■ Service providers trained. ■ Funding and service delivery model developed and implemented. 	



3.A

A COMPREHENSIVE FRAMEWORK PROMOTING AND UPHOLDING THE RIGHTS OF VICTIMS OF CRIME AND VIOLENCE

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
3. Integrated Service Delivery to Victims of Crime and Violence				
3.1 Effective, integrated service delivery to victims of crime and violence	<ul style="list-style-type: none"> ■ Develop strategic partnerships with supporting services for integrated services with other state departments, private sector and non-profit organisations (e.g., police stations, TCC, shelters and economic empowerment opportunities to ensure comprehensive care and services to survivors). ■ Ensure effective referral systems between sectors to ensure access to services and enforcement of rights and remedies. <ul style="list-style-type: none"> ■ Resource and capacitate NGOs providing services in all areas (especially remote and rural areas). ■ Develop effective, integrated information management systems. <ul style="list-style-type: none"> ■ Systematically collect and analyse disaggregated statistics and data. ■ Track cases and services to victims. ■ Share information with key stakeholders. 			
4. Barriers Faced by Vulnerable Groups Addressed				
4.1 Strategies developed and implemented to address barriers faced by vulnerable groups	<ul style="list-style-type: none"> ■ Address barriers faced by vulnerable groups, including but not limited to: <ul style="list-style-type: none"> ■ persons with disabilities (e.g., language modifications and accessibility of services for persons with disabilities); and ■ migrants (e.g., language barriers, refusal of access to services due to status/documentation). ■ Ensure shelters provide integrated support and address the needs of marginalised groups (transgender victims, LGBTQIA+ and others), ensuring that rehabilitation facilities for substance abuse treatment are family-friendly and provide appropriate shelter for victims with children. ■ Address barriers to accessing services and treatment due to stigma and attitudes of service providers (e.g., toward sex workers). 			
5. Victims' Voices Heard and Considered				
5.1 The voices of victims are heard throughout the criminal justice process	<ul style="list-style-type: none"> ■ Ensure that victims' views are sought, considered and made mandatory (e.g., gun violence s102 and s103 hearings, bail, parole, sentencing proceedings). ■ Capacitate victims to participate in court proceedings. ■ Ensure victims are informed of court processes. 			
6. Victim Services Adequately Resourced				
6.1 Allocation of adequate resources for victim services	<ul style="list-style-type: none"> ■ Allocate adequate resources and capacity for full implementation. <ul style="list-style-type: none"> ■ Allocate sufficient resources for delivery of services. ■ Increase the number of paraprofessionals and lay counsellors employed and trained. ■ Ring fence/dedicate line function budgets for victim services and support. ■ Ensure effective disbursement of Criminal Assets Recovery Account funding. ■ Promote partnerships with the NPO sector. <ul style="list-style-type: none"> ■ Develop comprehensive resourcing strategy and funding model for NPOs, with norms and standards for provision of integrated services and support. ■ Develop strategic partnerships with civil society and private sector. 		<ul style="list-style-type: none"> ■ Comprehensive victim services fully funded. 	
7. Active Participation by Communities in Victim Support Interventions				
7.1 Active participation of communities in victim support interventions	<ul style="list-style-type: none"> ■ Sensitise communities on how to treat and support victims of crime and violence through education and awareness campaigns. ■ Ensure information on victim services is accessible to communities. ■ Support community-based interventions providing support to victims of crime and violence. 			



PILLAR 4: EFFECTIVE AND INTEGRATED SERVICE DELIVERY FOR SAFETY, SECURITY AND PREVENTION OF VIOLENCE

4. A ACCESS TO COMPREHENSIVE CRIME AND VIOLENCE PREVENTION AND SAFETY AND SECURITY SERVICES

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
1. Accessible primary, secondary and tertiary programmes and services	<ul style="list-style-type: none"> ■ Scale up services and programmes. ■ Deliver evidence-based, quality programmes and interventions: <ul style="list-style-type: none"> ■ Develop and implement norms and standards. ■ Develop and implement quality assurance systems. 			ALL DSD DoH, DBE, SAPS, NPA, DOJ&CD, provincial and local government
2. Early Screening of Parents/Caregivers and Children for Risk Factors				
2.1 Early screening of parents/caregivers and children for risk factors	<ul style="list-style-type: none"> ■ Develop screening tools. ■ Implement screening for risk factors at community sites, clinics, ECD centres, schools. ■ Train and capacitate service providers. 			ALL DoH, DSD, DBE, SAPS, NPA, DOJ&CD
3. Functional and Integrated Referral Pathways				
3.1 Effective referral systems between sector departments and NPOs	<ul style="list-style-type: none"> ■ Develop referral systems and protocols. ■ Establish effective linkages to ensure continuation of support and services between interventions and programmes across sectors. ■ Track service provision. 			ALL DoH, DSD, DBE, SAPS, NPA, DOJ&CD
4. Effective Interdepartmental and Sectoral Coordination				
4.1 Integrated data management and surveillance systems implemented and operationalised across service areas	<ul style="list-style-type: none"> ■ Ensure seamless delivery, prevent duplication and share resources. ■ Monitor and track delivery of services. 			ALL
4.2 Functional mechanisms for interdepartmental and intersectoral coordination	<ul style="list-style-type: none"> ■ Implement mechanisms for interdepartmental and intersectoral coordination. ■ Implement communication systems and protocols. 			ALL
4.3 Effective coordination mechanisms	<ul style="list-style-type: none"> ■ Develop effective coordination mechanisms for inter-departmental and intergovernment coordination. ■ Capacitate coordination bodies with skilled senior staff. ■ Monitor deliverables. 			ALL
5. Integrated Service Delivery				
5.1 Integrated service delivery sites	<ul style="list-style-type: none"> ■ Implement integrated service delivery sites for <ul style="list-style-type: none"> ■ sexual and gender-based violence (SGBV) <ul style="list-style-type: none"> ■ TCCs ■ Family Violence, Child Protection and Sexual Offences Units ■ Sexual offences courts ■ Shelters – for youth, children and other identified target groups. 			ALL
6. Professional and responsive service provision				
6.1 Equipped and trained state functionaries	<ul style="list-style-type: none"> ■ Develop capacities of service providers. <ul style="list-style-type: none"> ■ Implement National Development Plan recommendations to improve sector departments. ■ Implement Integrated Justice System and Criminal Justice Improvement Plans. ■ Implement White Paper on Police (police professionalism). 			ALL
6.2 Professional and high-quality service	<ul style="list-style-type: none"> ■ Vet and accredit service providers. ■ Recruit, train and capacitate staff to deliver quality services. ■ Strengthen oversight and monitoring systems. ■ Strengthen complaint management systems in every government department to respond to problems and issues in service delivery. ■ Develop and implement norms and standards. ■ Integrate obligations and responsibilities into performance indicators, service agreements, performance plans and performance agreements (departmental and individual). ■ Implement consequence management for non-compliance. 			



PILLAR 5: SAFETY THROUGH ENVIRONMENTAL DESIGN*

Safety through Environmental Design integrates Crime Prevention through Environmental Design (CPTED) approaches and methodologies. The use of the term ‘safety’ ensures consistency with the White Paper, which advocates a holistic approach to safety by addressing all factors which contribute to risk or build resilience in promoting safety (including but not limited to crime). The application of CPTED principles contributes to addressing structural and endemic factors that underpin violence and inequality through the redesign of public spaces, transit infrastructure and human settlements.

**Prerequisites: Planning, land use management and housing policy and legislation addresses spatial injustice and the legacy of apartheid planning; promotes inclusive development; facilitates an integrated approach to human development; integrates community safety into planning, housing, social development and economic development; and is concerned with provision of infrastructure services, access to basic services, and skills development and employment initiatives.*

5. A THE INTEGRATION OF SAFETY AND CPTED (CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN) PRINCIPLES INTO RURAL AND URBAN DESIGN, PLANNING, DEVELOPMENT AND UPGRADING

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
1. A comprehensive and enabling policy and legislative environment for CPTED	<p>Develop a comprehensive and enabling policy and legislative framework which integrates CPTED principles into the design, planning, management and maintenance of built environments, spatial planning and land use.</p> <ul style="list-style-type: none"> ■ Develop CPTED policy and guidelines for all spheres of government that <ul style="list-style-type: none"> ■ integrate CPTED principles into existing and new policy frameworks, addressing the built environment, spatial planning and land use;³¹ ■ ensure consideration of different contexts, locations, and conditions; ■ provide process indicators and address prerequisites (e.g., assessments of local contexts,³² community engagement); ■ embed proactive planning for safety; ■ ensure strategies on human settlements plan proactively for safety (transport planning, human settlement service provision, upgrading development, and the management and maintenance of public spaces); ■ provide methods of incorporating safety and violence prevention into urban development and upgrading initiatives;³³ and ■ promote a multisectoral approach to planning and implementation in all spheres of government. 			DCoG, Rural Development and Land Affairs, Environmental Affairs, Water and Sanitation, DPME, DHS, DPW, DED, DTI, DSD, Sport and Recreation, Arts and Culture, DBE, SAPS, DoT, provincial and local government
2. Implementation of CPTED principles across government and the private sector. ³⁴	<ul style="list-style-type: none"> ■ Implement CPTED principles in social housing and other physical developments and upgrades by municipalities, provinces, national government and the private sector. ■ Integrate community safety into all aspects of social and economic development. ■ Make provision for social facilities (e.g., sports and recreation facilities, community centres, health care, learning and skills centres, arts and culture). ■ Make provision for early childhood facilities and services (e.g., ECD facilities, centres and services) in planning, development and upgrading of human settlements. ■ Design new human settlements, economic developments and public spaces and upgrading interventions that facilitate access to crime prevention and violence prevention services and victim support services. ■ Create and maintain safe public spaces. <ul style="list-style-type: none"> ■ Promote multifunctionality of public spaces. ■ Develop under-utilised/unused space. ■ Maintain existing infrastructure and services in high-risk areas. ■ Incorporate urban safety, crime prevention and violence prevention requirements into urban and informal settlement upgrading interventions. ■ Incorporate community safety and violence prevention strategies into informal settlement methodologies. ■ Incorporate physical, social and economic interventions to address risk and prevention factors for crime and violence in informal settlement upgrading interventions. Long-term solutions require that poverty, inequality and social exclusion are addressed. 			DCoG, Rural Development, Environmental Affairs, DHS, DED, DPW, DoT, provincial and local government

5. A

THE INTEGRATION OF SAFETY AND CPTED (CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN) PRINCIPLES INTO RURAL AND URBAN DESIGN, PLANNING, DEVELOPMENT AND UPGRADING

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
3. Targeted economic development for places identified as unsafe	<ul style="list-style-type: none"> ■ Increase mobility, access to infrastructure and social and economic opportunities. ■ Implement development and empowerment programmes for women and youth. 			DCoG, Rural Development, Environmental Affairs, DHS, provincial and local government
4. Effective implementation of CPTED strategies.	<ul style="list-style-type: none"> ■ Allocate budget and resources: <ul style="list-style-type: none"> ■ to capacitate implementers ■ for effective implementation ■ for management ■ for maintenance of interventions 			ALL
5. Effective monitoring of implementation of CPTED at national, provincial and local level in public and private sector	<ul style="list-style-type: none"> ■ Implement effective monitoring system to ensure compliance. <ul style="list-style-type: none"> ■ Develop targets and indicators to measure progress of mainstreaming of CPTED at all levels of government. 			ALL
6. Integrated management of environmental planning and design strategies and interventions	<ul style="list-style-type: none"> ■ Promote an integrated approach between different spheres of government (local, provincial and national). <ul style="list-style-type: none"> ■ Build multisectoral teams with different stakeholders. ■ Create and capacitate management teams, support structures and vehicles to drive implementation, ongoing maintenance and oversight of interventions. ■ Integrate environmental planning and design strategies with other community safety, crime prevention and violence prevention interventions and programmes. ■ Develop communication linkages to police, law enforcement and other institutions promoting community safety. 			DCoG, Economic Development, Treasury, Rural Development, Environmental Affairs, DHS, Transport, provincial and local government
7. Application of CPTED in private sector development	<ul style="list-style-type: none"> ■ Integrate CPTED into regulatory framework for private sector. <ul style="list-style-type: none"> ■ Provide incentives for the application of CPTED in private sector development. 			ALL
8. Increased capacity in the field of CPTED	<ul style="list-style-type: none"> ■ Develop CPTED discourse relevant to South Africa. ■ Build consensus on what CPTED means, and its relevance to SA context.³⁵ ■ Develop institutional capacity to research, advise and monitor application of CPTED. ■ Equip and capacitate practitioners to apply CPTED. ■ Educate and capacitate practitioners: public service, private sector, professional bodies. ■ Transform culture of town planning profession. ■ Review curriculum at tertiary institutions. ■ Capacitate and train planners (town planners, transport planners, practitioners, built environment professionals) on CPTED. ■ Monitor and support inclusive development and application of CPTED principles in government (national, provincial and local) and private sector. 			National, provincial and local government responsible for planning. DHE, DPW, Transport, Treasury, Tertiary and research institutions, built environment professionals (architects, town planners, landscapers etc.), associations, councils, private sector developers, security industry
9. Sustainable and meaningful community participation	<ul style="list-style-type: none"> ■ Develop sustainable and meaningful community participation in planning of new human settlements, economic developments and upgrading initiatives. ■ Integrate process indicators for meaningful community participation in policy and development frameworks. ■ Build and maintain social cohesion in communities. ■ Establish and maintain partnerships with NGOs. ■ Embed community engagement in sustainability, maintenance and operation of public spaces. ■ Ensure ongoing community participation from the outset in spatial planning designs and layouts, with inputs integrated into finalised plans. ■ Capacitate, equip and resource communities for effective engagement, to monitor developments and service provision. ■ Integrate community engagement prerequisites for meaningful community participation and partnerships in directives on informal settlement upgrading. 			



PILLAR 6: ACTIVE PUBLIC AND COMMUNITY PARTICIPATION

6. A

SUSTAINABLE FORUMS FOR CO-ORDINATED AND COLLABORATIVE ACTION ON COMMUNITY SAFETY

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
1. Strengthened legal, policy and regulatory frameworks for sustainable community forums	<p>Strengthen legal, policy and regulatory frameworks for the establishment of sustainable forums for meaningful community participation in community safety, and crime and violence prevention.</p> <ul style="list-style-type: none"> ■ Align policy to broader government policy framework addressing active citizen participation and public participation. ■ Review and strengthen CPF and CSF policy. <ul style="list-style-type: none"> ■ Clarify modus operandi. ■ Clarify functions.³⁶ ■ Clarify role of local government in respect of CSF. ■ Develop resourcing and capacity model. ■ Integrate community safety into existing mechanisms for community engagement and participation. <ul style="list-style-type: none"> ■ Local level: integrated development planning process (IDPs, ward-based plans), municipal councils. 			DOJ&CD, CSPS, DCoG, DSD, SALGA, CSPS, provincial and local government
2. Sustainable forums for community participation in community safety, crime prevention and violence prevention	<ul style="list-style-type: none"> i. Increase the number of functional forums (CPFs, CSFs, other). <ul style="list-style-type: none"> ■ Prescribe functionality indicators in regulatory framework (e.g., interventions/activities, meaningful community participation, stakeholder participation, representation of vulnerable groups). ii. Resource and support forums. <ul style="list-style-type: none"> ■ Implement funding models (addresses capacity development). ■ Put government support systems in place at national, provincial and local level, and clarify sector departments and tiers of government roles and responsibilities, and nature of support. iii. Develop monitoring tools and instruments for effective oversight and accountability. 			

6. B

PUBLIC AND COMMUNITY PARTICIPATION IN DEVELOPMENT, PLANNING AND IMPLEMENTATION OF CRIME AND VIOLENCE PREVENTION PROGRAMMES AND INTERVENTIONS

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
1 Active public and community participation in crime and violence prevention interventions	<p>Active public and community participation in the development, planning and implementation of crime and violence prevention programmes and interventions</p> <ul style="list-style-type: none"> ■ Departmental strategies and plans include initiatives for active citizen participation (including but not limited to provincial strategies, policing needs and priorities (SAPS), IDPs (municipalities). <ul style="list-style-type: none"> ■ Advocate a people-centred development approach; apply participatory processes and methods; promote proactive partnerships between government and communities. ■ Communities and in particular vulnerable groups including women, children and youth are capacitated to participate in planning, design and implementation of interventions. <ul style="list-style-type: none"> ■ Strategies and interventions provide for capacity building of communities. ■ Strategies and interventions facilitate ongoing community participation from design and inception phase through to implementation and monitoring. 			

6. B

PUBLIC AND COMMUNITY PARTICIPATION IN DEVELOPMENT, PLANNING AND IMPLEMENTATION OF CRIME AND VIOLENCE PREVENTION PROGRAMMES AND INTERVENTIONS

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
1. Active public and community participation in crime and violence prevention interventions <i>... continued</i>	<ul style="list-style-type: none"> ■ Community members participate in the monitoring and evaluation of programmes and interventions on safety, and crime and violence prevention. <ul style="list-style-type: none"> ■ Integrate community reporting mechanisms into monitoring and reporting frameworks. ■ Develop tools for community feedback and reporting. ■ Clarify obligations of government stakeholders (e.g., reporting back, attendance of dialogues). ■ Capacitate and train communities to participate in monitoring and reporting. ■ Resource community monitoring systems. ■ Address barriers to community participation. <ul style="list-style-type: none"> ■ Improve accessibility of public engagement processes.³⁷ ■ Mobilise communities. <ul style="list-style-type: none"> ■ Develop effective, evidence-based awareness and education campaigns. ■ Address risk factors (substance abuse, GBV, positive parenting, etc.) ■ Provide information on how to access support services (e.g., psychosocial support, substance abuse treatment, shelters). ■ Establish portals to provide information in accessible formats on crime and violence issues at access points (e.g., municipal offices, libraries, schools) using different media. Disseminate information explaining how and where people can get involved in crime prevention programmes and interventions. ■ Integrate awareness and education interventions into broader and ongoing programme interventions (e.g., facilitate community dialogues about GBV and domestic violence with referrals and follow-up interventions such as street interventions, door to door, ambush theatre, bystander interventions, community action teams, health campaigns). ■ Mobilise existing capacity in communities (existing NPOs, role models, coaches, teachers, community leaders). ■ Provide funding for community mobilisation. <ul style="list-style-type: none"> ■ Support and resource groups in communities at local level to educate, mobilise communities around local issues and equip communities to engage effectively with government. 			DOJ&CD, DCoG, Provincial and Local government, CSPS, DSD, SAPS ALL
2. Government is responsive to community and civil society	<ul style="list-style-type: none"> ■ Provide incentives for government, civil society, private sector and communities. <ul style="list-style-type: none"> ■ Integrate into performance management and employee rewards systems. ■ Train and equip government officials to enable effective community participation. <ul style="list-style-type: none"> ■ Develop process indicators and tools to support and guide government officials (e.g., inclusive, participatory and responsive methods of participation and engagement). 			Public Service Commission, DCoG, municipalities, CSPS, provincial and local government
3. Integrate community safety, crime prevention and violence prevention outcomes into all community-based initiatives	<ul style="list-style-type: none"> ■ Community safety, crime prevention and violence prevention are integrated into all community-based initiatives. <ul style="list-style-type: none"> ■ Institutionalise crime prevention and violence prevention in the CWP and EPWP. ■ Increase the number of community workers to augment capacity in crime prevention, violence prevention and child wellness interventions (e.g., home-based care, community health workers, community care workers). ■ Capacitate and train existing community care workers on crime and violence prevention interventions. 			Public Works, DCoG, DoH, DSD, Sports, Arts and Culture, DBE, provincial and local government ALL
4. Community safety planning is institutionalised in government	<ul style="list-style-type: none"> ■ Integrate community safety plans into IDPs and ward plans. <ul style="list-style-type: none"> ■ Implement through community plans, audits, surveys. ■ Empower and capacitate communities to participate in development of community safety planning (audits, monitoring and interventions). ■ Mobilise effective community engagement in the development of policing needs and priorities. ■ Promote meaningful community participation in the development of policy, strategies and plans. 			ALL



6. C

PUBLIC AND PRIVATE PARTNERSHIPS TO SUPPORT SAFETY AND CRIME AND VIOLENCE PREVENTION PROGRAMMES AND INTERVENTIONS

DELIVERABLE	KEY ACTIONS	TARGET DATE	HIGH-LEVEL KEY PERFORMANCE INDICATOR	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT.
1. Develop sustainable partnerships with the private and NPO sector	<ul style="list-style-type: none"> ■ Develop public-private partnerships. <ul style="list-style-type: none"> ■ Ensure regulatory frameworks enable partnerships with private sector, academic and research institutions, and civil society organisations at national, provincial and local level for the delivery of crime prevention and violence prevention programmes, community education and awareness campaigns, and pilot interventions and research. Provide technical input to support implementation of prevention programmes. ■ Strengthen partnerships with the NPO sector. <ul style="list-style-type: none"> ■ Develop funding models to resource partnerships with NPO sector. ■ Equip NGOs and CBOs to deliver quality, evidence-based crime and violence prevention programmes. <ul style="list-style-type: none"> ■ Allocate adequate resources to address full costs of programme delivery. ■ Develop norms and standards, quality assurance and monitoring mechanisms. 		<ul style="list-style-type: none"> ■ Joint initiatives with private sector on crime prevention and violence prevention. ■ Investment in research and evaluation of prevention programmes. 	Treasury, DSD, DBE, DoH, SAPS, DCoG, DCS, Sports, Arts and Culture, provincial and local government

PHOTO PLACEHOLDER

7 KEY PRINCIPLES

This Strategy is underpinned by the following principles:



8 CRITICAL SUCCESS FACTORS/SYSTEM LEVEL REQUIREMENTS

The following elements are essential for the success of the Strategy:

8.1 Strengthen Legislation and Policy for Crime and Violence Prevention

In order to ensure the effective alignment and integration of the Strategy across government, the following elements need to be addressed:

- Improve policy coherence and alignment of strategies dealing with crime and violence prevention.
- Strengthen the legal and regulatory framework for community safety.
- Integrate crime and violence prevention into the Medium-Term Strategic Framework (MTSF).
- Improve intergovernmental cooperation to facilitate policy alignment and integrated implementation.
- Align monitoring and evaluation systems and reporting mechanisms across all spheres of government to improve performance and accountability.
- Strengthen reporting mechanisms.

8.1.1 IMPROVE POLICY COHERENCE

OBJECTIVE	MECHANISMS
i. Align national policy to effectively address community safety, crime and violence prevention.	<ul style="list-style-type: none"> ■ Early intervention to prevent crime and violence integrated into education, health, social development and economic development policies. ■ Aligning policies addressing violence against women, children and vulnerable groups (VAWCVG). ■ CPTED principles integrated into policy frameworks addressing the built environment, including land use, spatial planning and human settlements (including township upgrading initiatives and economic development). ■ Strengthening the policy framework for participation of civil society and improving the funding model for the non-profit sector.
ii. Strengthen intergovernmental relations (IGR) and functioning of IGR forums.	<ul style="list-style-type: none"> ■ IGR mechanisms can facilitate the alignment of national and provincial policy with local government by strengthening processes and mechanisms of engagement and consultation.
iii. Clarify local government's community safety mandate and the roles of national and provincial government in supporting local government.	<ul style="list-style-type: none"> ■ The development of guidelines establishing the role of local government in community safety, crime prevention and violence prevention; key performance indicators (KPIs) for IDPs; and the role of national and provincial government in supporting local government.

8.1.2 STRENGTHEN THE LEGAL AND REGULATORY FRAMEWORK FOR CRIME AND VIOLENCE PREVENTION

The development of legislation and regulations clarifying legal obligations and mandates in respect of safety, crime prevention and violence prevention will provide greater direction and authority for policy directives set out in the Strategy.

OBJECTIVE	MECHANISMS
<p>8.1.2.1 Clarify the role of local government in community safety.</p>	<p>Development of guidelines/regulations to address the mandate of local government in respect of community safety. Develop key performance indicators for IDPs, addressing:³⁸</p> <ul style="list-style-type: none"> ■ The requirement that community safety planning is a core pillar/strategic focus area of the IDP and is integrated into all strategic priority areas and plans. ■ The development of municipal community safety plans. ■ Criteria for the integration of community safety into IDPs. ■ Legislative and policy sector service requirements for community safety. ■ Location and accountability for implementation of the Strategy. ■ Monitoring and evaluation systems across municipality that address progress and impact. ■ Institutional arrangements for: <ul style="list-style-type: none"> ■ community safety interventions ■ community participation and engagement mechanisms ■ stakeholder management processes ■ partnerships with civil society and community-based organisations (CBO) ■ Resources and institutional capacity are needed to implement the Strategy, including in the relationship between different spheres of government in respect of community safety.³⁹ ■ Strengthen intergovernmental forums at provincial and local level dealing with community safety (s47 of the IGRF Act).
<p>8.1.2.2 Clarify the responsibilities of provinces and strengthen relationship with provinces.</p>	<ul style="list-style-type: none"> ■ Clarify the role of provinces (Office of the Premier and DCoG) in facilitating intergovernmental relations in respect of community safety. ■ Clarify the roles and responsibilities of different departments and stakeholders in respect of community safety, crime prevention and violence prevention and relationship to local government. ■ Clarify provincial support, oversight and monitoring: ■ Guidelines should address <ul style="list-style-type: none"> ■ The strengthening of provincial support (DCoG and provincial departments, including community safety departments and provincial secretariats) for developing community safety focus in IDPs (the type of support, as well as how support is rendered through instruments such as MOUs and protocols). ■ The nature of assistance and support to be provided to local municipalities by provinces and respective departments in provinces, including but not limited to the roles of the Office of the Premier, departments responsible for local government, provincial departments including community safety, safety and liaison, and provincial secretariats. ■ The implementation of monitoring and evaluation systems and reporting requirements in respect of safety, crime prevention and violence prevention initiatives between province, district and local municipalities. ■ Responsibility for facilitating and sourcing of funding and resources for local government. ■ The implementation of monitoring and evaluation systems and reporting requirements in respect of safety, crime prevention and violence prevention initiatives between province, district and local municipalities.
<p>8.1.2.3 Develop model by-laws on community safety, crime and violence prevention to guide local government.</p>	<ul style="list-style-type: none"> ■ Provision is made in the legislative framework for the national minister responsible for provincial and local government and the Member of the Executive Council (MEC) responsible for local government in the province to draft by-laws (s 14 (1) and 14 (2) LGMS Act). ■ Model by-laws can facilitate implementation of the Strategy and address CPTED principles, management of public spaces and safety in communities (e.g., by addressing issues of gun-free zones; sale of alcohol; location and hours of operation of shebeens/taverns and their proximity to schools and child care facilities); and the built environment (Section 14(1) and (14)(2) LGMS Act). ■ Municipalities have the power to make and administer by-laws (s156 (2) Constitution). In executing this function, they regulate and manage conduct and behaviour, impacting on crime and violence prevention through the development and enforcement of by-laws, including social behaviour in public spaces, land use zoning, spatial design of the built environment, and management of public spaces, which directly impact on safety and crime prevention.⁴⁰
<p>8.1.2.4 Clarify the role of the Civilian Secretariat for Police and Provincial Secretariats in respect of crime and violence prevention.</p>	<ul style="list-style-type: none"> ■ Strengthen the Civilian Secretariat for Police Service Act regulations to clarify obligations of the CSPS and provincial secretariats in respect of community safety. ■ Regulations should be strengthened to address the role and functions of the CSPS and Provincial Secretariats in respect of crime and violence prevention including: <ul style="list-style-type: none"> ■ their role in facilitating intergovernmental relations; ■ the nature of assistance and support to be provided to local municipalities; and ■ the implementation of monitoring and evaluation systems and reporting requirements in respect of safety, crime prevention and violence prevention initiatives between provincial secretariats and CSPS.

8.1.2 STRENGTHEN THE LEGAL AND REGULATORY FRAMEWORK FOR CRIME AND VIOLENCE PREVENTION

The development of legislation and regulations clarifying legal obligations and mandates in respect of safety, crime prevention and violence prevention will provide greater direction and authority for policy directives set out in the Strategy.

OBJECTIVE	MECHANISMS
8.1.2.5 Strengthening the legal framework for provision of victim services, care and support.	<i>(Set out in Pillar 3: Victim Support.)</i>
8.1.2.6 Strengthen the legal framework to prevent gun violence.	<i>(Set out in Pillar 2: Early Intervention to Prevent Crime and Violence and Promote Safety.)</i>
8.1.2.7 Strengthen the legal framework for adult diversion services.	<i>(Set out in Pillar 1B: An Effective Criminal Justice System: Diversion, Rehabilitation and Reintegration Programmes.)</i>
8.1.2.8 Strengthen the legal framework for Restorative Justice.	<i>(Set out in Pillar 1C: An Effective Justice System: Restorative Justice Programmes and Interventions.)</i>
8.1.2.9 Strengthen the legal framework to address Gender Based Violence.	<i>(Set out in Pillar 1A, Section 4: An Effective Justice System: Strategies addressing violence against women and children, and vulnerable groups.)</i>
8.1.2.10 Review legislation to deal with criminal justice responses to substance abuse.	<i>(Set out in Pillar 2D, section 2.2: Early Intervention: Accessible, effective, substance abuse treatment and prevention.)</i>

8.1.3 INTEGRATE THE STRATEGY OUTCOMES INTO THE MEDIUM-TERM STRATEGIC FRAMEWORK (MTSF)

OBJECTIVE	MECHANISMS
Provide policy coherence and streamline strategic objectives of government departments in respect of community safety.	<ul style="list-style-type: none"> The critical success factors/system-level requirements and pillars of the Strategy, with their various thematic areas, should form the basis for development of the indicators of community safety in the MTSF to ensure effective institutionalisation of the Strategy in government planning.

8.1.4 INTEGRATE INTERGOVERNMENTAL COOPERATION TO FACILITATE POLICY ALIGNMENT

OBJECTIVE	MECHANISMS
Strengthen IGR Forums.	<ul style="list-style-type: none"> The alignment of policy and strategy to facilitate this must be driven through the various IGR forums responsible for facilitating intergovernmental cooperation and the alignment of policy at a national level between national departments. <p>The strengthening of systems for coordination and cooperation, through development of clear terms of reference and effective oversight of the Strategy in these forums, will assist with greater alignment of policy and strategy across government.⁴¹</p>

8.1.5 ALIGN MONITORING AND EVALUATION SYSTEMS ACROSS GOVERNMENT

OBJECTIVE	MECHANISMS
Align strategic planning and reporting frameworks across national, provincial and local government.	<p>The Strategy seeks to institutionalise responsibilities within sector departments and spheres of government, creating ownership by integrating interventions into strategic planning processes to ensure that they become core business and not 'add-ons.' This ensures that crime and violence prevention interventions are integrated into strategic planning and budgetary processes, monitoring and evaluation systems, and accountability and reporting frameworks.</p> <p>However, this process requires a commitment from all spheres of government. The autonomy of different spheres of government requires that such processes be endorsed and supported by relevant executive authorities (in the case of provinces, the provincial executive, and at the local level, the municipal council). Strengthening intergovernmental consultation is therefore key to securing buy-in.</p> <ul style="list-style-type: none"> This can be achieved by aligning monitoring and evaluation systems across DPME, the Office of the Premier, province and local government. DPME is well located to facilitate and monitor alignment of policy and strategic planning. Strengthen oversight and compliance with strategic planning, implementation and reporting requirements through performance management. Integration into review of functions of the Auditor General will further contribute to institutionalisation.

8.1.6 STRENGTHEN REPORTING MECHANISMS

OBJECTIVE	MECHANISMS
Effective monitoring and evaluation of implementation	<p>Provide clear reporting systems to monitor and evaluate implementation by:</p> <ul style="list-style-type: none"> ■ ensuring clear linkages between KPIs across national and provincial departments and local government IDPs to enable coherent reporting on implementation and community safety outcomes; ■ defining reporting arrangements between local and district/metro municipalities and provinces; ■ aligning IDPs, municipal safety plans and Provincial Safety Strategies; ■ developing performance indicators for community safety that address and incentivise integrated planning and implementation; ■ ensuring that strategic plans are aligned to the monitoring framework developed by the government department responsible for planning, monitoring and evaluation; ■ integrating compliance with strategic planning requirements, implementation and reporting frameworks in the scope of review of functions of the Auditor General; and ■ integrating obligations into performance management instruments and agreements at a departmental and individual level.

8.2 Align Strategies Addressing Crime and Violence Prevention**8.2.1 INTEGRATE AND MAINSTREAM APPROACHES TO COMMUNITY SAFETY ACROSS GOVERNMENT**

OBJECTIVE	MECHANISMS
Ensure consistency in focus on crime and violence prevention.	Each government department and sphere should develop and align its approach addressing community safety, crime prevention and violence prevention with the Strategy – addressing early, secondary and tertiary interventions (set out in the thematic areas of each Pillar).

8.2.2 INTEGRATE STRATEGIC PLANNING ACROSS THREE SPHERES OF GOVERNMENT

Align strategies on community safety, crime prevention and violence prevention between national, provincial and local spheres.	<p>To realise the whole-of-society approach, every line function department, as well as every provincial and local sphere of government, must align its strategic plans and annual performance plans to the outcomes of the Strategy.</p> <p>The White Paper on Safety and Security 2016 advocates a 'bottom up' approach and emphasises the importance of provincial and national strategic priorities being informed by local needs and priorities. Central to this process is the requirement of ensuring that needs assessments of local communities through local government are integrated into provincial strategic plans, and that provincial needs and priorities inform national strategic planning and frameworks. The strategy development process must therefore ensure that departments do not act in silos. The provision of services and delivery of programmes must be maintained through an integrated planning process to ensure integrated service delivery.</p> <p>This can be facilitated by ensuring the following:</p> <ul style="list-style-type: none"> ■ Strategies on community safety, crime prevention and violence prevention are aligned between national, provincial and local spheres. ■ Key performance indicators of national, provincial and local government are aligned to indicators of the Strategy. ■ Strategic plans of line function departments integrate community safety, crime prevention and violence prevention and are aligned to the Strategy. ■ Strategic plans are supported by implementation plans with clear time frames. ■ Provincial strategies and strategic plans integrate community safety, crime prevention and violence prevention and are aligned to the Strategy, which means that <ul style="list-style-type: none"> ■ the Strategy is integrated into provincial strategies at highest level; ■ provincial safety strategies are linked to district and local municipalities' IDPs; ■ key provincial strategies articulate a clear vision, strategic objectives, and indicators for community safety aligned to the Strategy; ■ strategy outcomes are integrated into reporting and monitoring mechanisms of the province and the province's programme of action. ■ Local government at the metro, district and municipal levels incorporate the Strategy's safety outcomes into their IDPs.
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8.3 Allocate Sufficient Budgets and Resources to Community Safety, Crime Prevention and Violence Prevention

8.3.1 BUDGET AND RESOURCE ALLOCATION

OBJECTIVE	MECHANISMS
<p>Dedicated budgets and resources are allocated to support implementation of the Strategy.</p>	<ul style="list-style-type: none"> ■ Strategies and plans must be costed and supported by resource allocation plans. Address cross-sectoral issues and disjuncture between financial budgeting and sectoral planning. <ul style="list-style-type: none"> ■ Efforts to mobilise alternative sources of funding and resources need to be integrated into strategic planning processes. ■ KPIs in strategic plans must be linked to outputs, which are matched to expenditure. ■ Funding models for the NPO sector must address full costs of programmes. ■ Community safety, crime prevention and violence prevention focus must be mainstreamed into existing capacity development initiatives across government. <p>Given the current fiscal environment, alternative sources of funding and support should be explored to support implementation. The issue of resourcing is not limited to financial resources for delivery of crime and violence prevention services but includes capacity development, research and technical support and development of systems (e.g., for information management and dissemination).</p> <p>Government departments need to work smarter by doing the following:</p> <ul style="list-style-type: none"> ■ reviewing ineffectual programmes and redirecting spending; ■ mobilising alternative sources of funding; and ■ working in a more integrated manner to address duplication and wasteful expenditure. <p>Mechanisms to address funding and resourcing include:</p> <ul style="list-style-type: none"> ■ Ensuring existing funding mechanisms, financial programmes, infrastructure grants, urban upgrading programmes, social development and educational programmes, and job generation and skills development initiatives are effectively channelled towards community safety outcomes at the local level. ■ Integrating a focus on community safety in current capacity-building initiatives (DCoG). ■ Sourcing funding from SETAs for capacity building. ■ Engaging Public Works and DCoG to develop guidelines to institutionalise crime and violence prevention in existing programmes, Extended Public Works Programme (EPWP) and Community Works Programme (CWP). ■ Engaging Department of Justice and Constitutional Development (DOJ&CD) and Department of International Relations and Cooperation (DIRCO) to channel bi-lateral and donor aid to support community safety, crime prevention and violence prevention. ■ Directing funding to crime and violence prevention from state funding agencies (National Lotteries, National Youth Development Agency, Department of Trade and Industry) to crime and violence prevention.

8.4 Implementation and Coordination Mechanisms are Properly Resourced

The Strategy proposes a range of implementation structures. A key requirement for the effective functioning of coordination and implementation mechanisms is the appropriate resourcing and equipping of these mechanisms to execute their functions. This includes the allocation of dedicated staff with requisite authority and skills to discharge their functions effectively, and budgets to support implementation, at national, provincial and local government level.

8.4.1 STRENGTHEN CAPACITY OF THE DEPARTMENT RESPONSIBLE FOR PLANNING, MONITORING AND EVALUATION

OBJECTIVE	MECHANISMS
<p>Capacity in the DPME to monitor implementation of the Strategy</p>	<p>Provide dedicated personnel, with requisite skills, resources and authority to monitor implementation of the Strategy.</p> <p>The strategic intent of this is to:</p> <ul style="list-style-type: none"> ■ establish a national focal point to drive the institutionalisation of the Strategy in government; ■ institutionalise evidence-based planning by providing an institutional home with authority to engage line function departments; and ■ strengthen the focus on crime and violence prevention in the MTSF and integrate it into outcomes-based monitoring systems. <p>The responsibilities include:</p> <ul style="list-style-type: none"> ■ developing a holistic Monitoring and Evaluation Framework, which will include specific indicators and measures to track progress against systems and thematic outcomes; ■ co-ordinating reporting of national, provincial and local government against the Monitoring and Evaluation Framework; and ■ ensuring integration of safety, crime prevention and violence prevention outcomes within government's strategic framework.

8.4.2 ESTABLISH AND RESOURCE A NATIONAL CENTRE FOR COMMUNITY SAFETY, CRIME AND VIOLENCE PREVENTION

OBJECTIVE	MECHANISMS
<p>Resourced National Centre for Community Safety, Crime and Violence Prevention</p>	<p>The objectives of this Centre are to:</p> <ul style="list-style-type: none"> ■ provide expertise and support in the development of policies, strategies and plans; ■ mobilise resources needed to sustain safety, crime prevention and violence prevention activities; ■ facilitate shared learning and the development of partnerships; ■ monitor implementation of the Strategy and conduct evaluations; ■ collate and analyse data; and ■ provide a central repository of knowledge and information. <p>The primary aim of the Centre is to promote the large-scale use and sustainability of evidence-based crime and violence prevention programmes in South Africa, in order to:</p> <ul style="list-style-type: none"> ■ influence strategic, plans and budgets through the provision of technical support; ■ develop a knowledge base through research and evaluation of crime and violence prevention programmes; ■ mobilise and channel resources towards evidence-based programmes; and ■ capacitate government, civil society organisations and communities to implement crime and violence prevention programmes. <p>The functions of the Centre include the following:</p> <ul style="list-style-type: none"> ■ Provide expertise and support in the development of policies, strategies and plans to the following role-players: <ul style="list-style-type: none"> ■ Government, through technical support in the development of new strategies and plans and the review/assessment of existing strategies/plans; ■ NGOs, through technical support in development of programmes, implementation and monitoring and evaluation; ■ The corporate/donor sector by linking with stakeholders, NGOs, communities and government, through: <ul style="list-style-type: none"> ■ capacity building, training and ongoing coaching/support to government, NGO and community practitioners; ■ development of tools such as toolkits and accessible information on programme design, implementation and monitoring and evaluation; ■ funding promising projects; and ■ conducting implementation research that links programme design, evaluation and implementation. ■ Mobilise resources needed to sustain safety, security and crime and violence prevention activities. <ul style="list-style-type: none"> ■ Secure and channel funding from donors, government and state funding agencies for training, capacity building and interventions. ■ Facilitate shared learning and the development of partnerships. <ul style="list-style-type: none"> ■ Conduct research on 'what works' (with civil society, by commissioning research and evaluations). ■ Draw on and disseminate research from civil society, academia and international and continental sources. ■ Facilitate relationships with implementers, practitioners, academics and government to ensure implementation of evidence-based programmes. ■ Foster collaborations across academic, government, civil society and private sector through: <ul style="list-style-type: none"> □ dialogues to identify research priorities and share information; □ partnerships for multisectoral implementation research; □ training to build capacity for research and analysis, and practice; □ information sharing; and □ funding. ■ Monitor implementation and conduct evaluations. <ul style="list-style-type: none"> ■ Commission research and evaluations. ■ Collate and analyse data. <ul style="list-style-type: none"> ■ Collect and analyse data. ■ Provide a repository of knowledge and information. <ul style="list-style-type: none"> ■ Develop a knowledge base, accessible to all practitioners and communities.⁴²

8.4.3 PROVIDE CAPACITY IN THE OFFICE OF THE PREMIER TO DRIVE IMPLEMENTATION OF THE STRATEGY IN PROVINCES

OBJECTIVE	MECHANISMS
<p>Capacity in the Office of the Premier to drive implementation of the Strategy</p>	<p>The Office of the Premier should be capacitated to coordinate, monitor and evaluate implementation of the Strategy in the province.</p> <p>This is motivated by the need to coordinate and drive implementation of the Strategy in provinces, and includes the following key activities:</p> <ul style="list-style-type: none"> ■ promoting alignment to strategic planning processes and monitoring and evaluation systems to ensure a whole-of-province approach to implementation; and ■ providing support to the Technical Committee of the Premier IGR Forum to drive implementation. <p>The nature of this capacity may vary from province to province. Existing structures and mechanisms in respective Offices of the Premier need to be explored; this function may be integrated into existing directorates/units where appropriate.</p> <p>This does not preclude functions for provincial departments of community safety and other operational structures (i.e., JCPS structures and SAPS Joints). These departments and structures will retain responsibility for executing the implementation within their respective mandates and competencies. However, co-ordination, oversight and accountability mechanisms for the Strategy must be integrated and inclusive of all sector departments at a provincial level, requiring coordination at the highest level in the province.</p>

8.4.4 PROVIDE CAPACITY IN THE MUNICIPAL MANAGER'S OFFICE TO DRIVE IMPLEMENTATION OF THE STRATEGY IN MUNICIPALITIES

OBJECTIVE	MECHANISMS
<p>Capacity in the Municipal Manager's Office to drive implementation of the Strategy ... continued</p>	<p>Municipalities should have a dedicated capacity to coordinate crime and violence prevention, which is institutionalised into the municipal organogram and appropriately resourced with adequate funding and senior professional staff with requisite skills, at the highest level in the municipality.</p> <p>Location</p> <ul style="list-style-type: none"> ■ District and Municipal This capacity must be located at the level where it can facilitate alignment across different municipal services and the IDP. In view of the challenges experienced by small and rural municipalities, it may not be feasible for such municipalities to establish a dedicated unit. In such instances, this function should be located at the district level. ■ Municipal Manager's Office This function should be driven by the Municipal Manager as accounting officer. The location of the coordination function in municipalities should facilitate: <ul style="list-style-type: none"> ■ an inter-sectoral focus with municipal-wide application across municipal departments; ■ integration into IDP and strategic management systems of the municipality; ■ data collection and management across the municipality and other stakeholders; ■ leadership and authority to drive coordination and collaboration; ■ oversight and accountability. ■ alignment of monitoring and performance management systems; and ■ institutionalisation without politicisation. <p>Given the diversity of arrangements across district and metropolitan municipalities, existing structures/units may exist that can perform or support this function.</p> <p>The establishment of this function will require some legal authority, support and consensus and will require engagement with provinces and organised local government. This may be addressed in guidelines and facilitated through existing IGR forums (presidential, national and provincial IGR forums).</p> <p>Core functions include the following:</p> <ul style="list-style-type: none"> ■ Support implementation of the Strategy at local level. ■ Develop and coordinate implementation of the Municipal Community Safety Strategy. ■ Facilitate institutional arrangements to: <ul style="list-style-type: none"> ■ facilitate alignment with municipal policies, strategies and priorities; provincial and national policy frameworks, plans and strategies; ■ promote integrated safety planning and evidence-based planning within the municipality; and ■ review instruments (regulations, codes, policy, by-laws) to determine whether they are outdated or adequate but requiring review. ■ provide training and capacity development. ■ Manage stakeholder involvement. ■ Monitor and evaluate. ■ Conduct safety audits/ward profile audits and develop community safety plans. ■ Undertake and commission research and surveys. ■ Undertake programmes and interventions.

8.4.5 NSP COORDINATION MECHANISM

8.5 Strengthening of Intergovernmental Cooperation Systems

8.5.1 INTEGRATED FOCUS ON COMMUNITY SAFETY INTO THE WORK OF IGR FORUMS AND STRENGTHENING OF FORUMS

OBJECTIVE	MECHANISMS
<p>Integrated focus on community safety in IGR forums</p>	<p>One of the key issues affecting the implementation of integrated crime and violence prevention strategies is poor intergovernmental planning and delivery. Although intergovernmental structures are forums for intergovernmental consultation and not executive decision-making bodies (s32 IGRF Act), intergovernmental structures can still play a key role in securing consensus and coordinating and monitoring implementation of the Strategy.</p> <p>Challenges affecting poor integration in planning and service delivery include:</p> <ul style="list-style-type: none"> ■ A plethora of policy and strategy instruments has created a range of structures responsible for the coordination of crime and violence prevention initiatives in government that are not adequately aligned or coordinated. The creation of additional forums has overburdened officials having to attend a multiplicity of forums. ■ Existing IGR forums are not aligned to facilitate inter-sectoral coordination required by the Strategy (thematic areas extend across current cluster formations) or coordination between spheres of government (national, provincial and local) on community safety. ■ A 'silo' approach does not facilitate inter-sectoral planning or address the need for greater coordination across spheres of government. Specific ministries or departments that have been assigned with coordination of crime and violence prevention initiatives have also faced challenges in their ability to hold other departments accountable. <p>To address challenges with existing IGR forums, the following is proposed:</p> <p>i Draft regulations and guidelines to facilitate effective coordination for implementation of the Strategy</p> <p>The development of regulations and guidelines on community safety will strengthen horizontal and vertical coordination for the implementation of the Strategy across government.</p> <ul style="list-style-type: none"> ■ Develop guidelines to clarify the relationship between different spheres of government in respect of community safety. The minister responsible for provincial and local government must develop guidelines clarifying and strengthening the relationship between different spheres of government in respect of community safety. Section 5 of the IGRF Act provides a framework for national, provincial and local government and all organs of state to facilitate coordination in the implementation of policy and legislation. The Act requires spheres of government to achieve this through a process of consultation and engagement. The IGRF Act provides for the Minister of Cooperative Governance to issue regulations or guidelines to provide a framework for coordination and alignment of development priorities and objectives between the three spheres of government.⁴³ ■ Develop guidelines to facilitate effective coordination for implementation the Strategy. Section 47 of the IGRF Act provides for the minister responsible for provincial and local government to issue regulations or guidelines relating to: <ul style="list-style-type: none"> ■ any matter prescribed in terms of the IGRF Act; ■ a framework for the coordinating and aligning of development priorities and objectives between the three spheres of government; ■ a framework for coordinating intergovernmental conduct and action affecting municipal functions; ■ Implementation protocols; ■ indicators for monitoring and evaluating the implementation of the IGRF Act; and ■ any other matter that may facilitate the administration of the IGRF Act. <p>Guidelines should address:</p> <ul style="list-style-type: none"> ■ the strengthening of intergovernmental forums at provincial and local level dealing with community safety (s47 of the IGRF Act); ■ the role of provinces (Office of the Premier and DCoG) in facilitating intergovernmental relations in respect of community safety; ■ the roles and responsibilities of different departments and stakeholders in respect of community safety, crime prevention and violence prevention and relationship to local government; and ■ the implementation of monitoring and evaluation systems and reporting requirements in respect of safety, crime prevention and violence prevention initiatives between province, district and local municipalities. <p>ii Strengthen IGR Forums</p> <p>This can be achieved through:</p> <ul style="list-style-type: none"> ■ The development of implementation of protocols monitored by intergovernmental forums to coordinate performance and functions in respect of the Strategy. Implementation protocols should address: <ul style="list-style-type: none"> ■ obligations, roles and responsibilities of different departments and spheres of government; ■ priorities, aims and desired outcomes; and ■ indicators for effective implementation. ■ Strengthening technical support structures. The technical forums supporting the political forums listed above should be capacitated and resourced. Technical support structures for IGR forums are key to ensuring alignment between political processes and the administration. IGR forums responsible for the Strategy must be supported by technical structures at all levels to ensure decisions and resolutions at the political level are integrated into departmental processes. Intergovernmental forums should be supported by well-resourced intergovernmental technical support structures consisting of senior officials representing the governments and organs of state participating in the intergovernmental forum (Section 30 IGRF Act).

8.5.1 INTEGRATED FOCUS ON COMMUNITY SAFETY INTO THE WORK OF IGR FORUMS AND STRENGTHENING OF FORUMS

OBJECTIVE	MECHANISMS
<p>Integrated focus on community safety in IGR forums ... continued</p>	<p>The following IGR Forums can play a key role overseeing and promoting coordination of the Strategy:</p> <p>Presidential Co-ordinating Council Role: Integration of the Strategy into national, provincial and local government strategic frameworks.</p> <ul style="list-style-type: none"> ■ Provide consultation on the Strategy. ■ Facilitate coordination in implementation of the Strategy at national, provincial and local level. ■ Facilitate alignment of the Strategy with national, provincial and local government strategies and plans. ■ Monitor performance by receiving reports from intergovernmental forums on the status of implementation of the Strategy. ■ Monitor integration of the Strategy into provincial and local government strategic frameworks. <p>Outputs:</p> <ul style="list-style-type: none"> ■ Adopt resolutions supporting implementation. ■ Develop and monitor implementation protocol between national, provincial and local government. <p>Outcome:</p> <ul style="list-style-type: none"> ■ Build consensus and ensure policy coherence in addressing crime and violence prevention across government. <p>National Intergovernmental Forums Role: Coordination and alignment of national and provincial government implementation of the Strategy.</p> <ul style="list-style-type: none"> ■ Facilitate coordination and alignment of the Strategy between national and provincial government departments. ■ Receive reports on the status of implementation of the Strategy. ■ Monitor integration of the Strategy into provincial government strategic frameworks. ■ Facilitate coordination and alignment of priorities and strategies across national and provincial government. <p>Outputs:</p> <ul style="list-style-type: none"> ■ Adopt resolutions supporting Strategy implementation. ■ Develop and monitor implementation protocol on the Strategy's coordination between national and provincial government departments. <p>Premier Intergovernmental Forum Role: Coordination and alignment of provincial government implementation of the Strategy with provincial government strategy.</p> <ul style="list-style-type: none"> ■ Facilitate coordination and alignment within provincial government departments. ■ Receive reports on the status of implementation from provincial government departments. ■ Monitor integration into provincial government strategic frameworks and provincial departments. ■ Facilitate coordination and alignment of priorities and strategies across provincial government. <p>Outputs:</p> <ul style="list-style-type: none"> ■ Adopt resolutions supporting the Strategy's implementation. ■ Develop and oversee implementation protocol on the Strategy's coordination within provincial government. <p>Provincial Intergovernmental Forums Role: Coordination and alignment of provincial and local government implementation of the Strategy.</p> <ul style="list-style-type: none"> ■ Facilitate coordination and alignment between province and local government. ■ Receive reports on the status of implementation from district and local municipalities. ■ Monitor integration of the Strategy into district and local municipalities' strategic frameworks and IDPs. ■ Facilitate coordination and alignment of priorities and strategies between provincial and local government in the province. <p>Outputs:</p> <ul style="list-style-type: none"> ■ Adopt resolutions supporting implementation. ■ Develop and oversee implementation protocol on the Strategy's coordination between provincial government departments and municipalities. <p>District Intergovernmental Forum Role: Coordination and alignment of provincial and local government implementation of the Strategy.</p> <ul style="list-style-type: none"> ■ Facilitate coordination and alignment within district. ■ Receive reports on the status of implementation from local municipalities. ■ Monitor integration into local municipalities' strategic frameworks and IDPs. ■ Facilitate coordination and alignment of priorities and strategies between district and local municipalities. <p>Outputs:</p> <ul style="list-style-type: none"> ■ Adopt resolutions supporting the Strategy's implementation. ■ Develop and monitor implementation protocol on Strategy's coordination between district and local municipalities.

8.6 Evidence-Based Planning and Implementation

8.6.1 STRATEGIC PLANNING IS KNOWLEDGE BASED

OBJECTIVE	MECHANISMS
<p>Planning to be informed by analysis of needs</p>	<p>Planning must be informed by an analysis of needs to inform alignment of current strategies, plans and programmes/interventions with the Strategy.</p> <p>This applies to:</p> <ul style="list-style-type: none"> ■ line function departments, whose plans should be informed by information from provincial, district and local level; ■ provinces, in development of provincial profiles of the safety, crime and violence concerns in their respective provinces; and ■ local government, in conducting community 'safety audits' of crime and violence and helping to develop community safety plans to inform municipal safety plans and provincial profiles. <p>Strategy and policy gaps identified in the needs analysis will inform the process of alignment of departmental and sector strategies.</p> <p>Effective planning and strategy development are contingent on reliable information and data. Integrated, reliable information management systems are an essential component of the strategic planning process.</p> <p>All strategic planning must be knowledge based:</p> <ul style="list-style-type: none"> ■ Line function national department strategies (informed by needs assessments and integrated provincial and local needs and priorities). ■ Provincial strategies (informed by provincial profiles and needs assessments and integrated local needs and priorities). ■ Municipal strategies (informed by community safety plans and audits). <p>Comprehensive needs assessments will identify gaps and challenges in current strategic plans and resource provision and inform:</p> <ul style="list-style-type: none"> ■ alignment/amendment of existing plans or development of new plans with the Strategy; ■ alignment/development of programmes and interventions to address gaps or challenges identified; ■ identification of legislative/regulatory, resource or budgetary limitations that require redress; and ■ intergovernmental cooperation and collaboration requiring attention.

8.6.2 STRATEGIES, INTERVENTIONS AND PROGRAMMES ARE EVIDENCE BASED

OBJECTIVE	MECHANISMS
<p>Strategies, interventions and programmes are evidence-based</p>	<p>Interventions and programmes must be evidence based, relevant to local contexts and informed by local needs. They must integrate monitoring, evaluation and learning components.</p> <p>The Strategy requires a knowledge-based approach. Interventions and programmes employed must be based on demonstrated and proven results and integrate monitoring and evaluation to enable continued learning and improvement, thus strengthening accountability and effectiveness.</p> <p>'Strategies and interventions must be evidenced-based and informed "by a broad, multidisciplinary foundation of knowledge about crime problems, their multiple causes and promising and proven practices". A comprehensive strategy must draw on approaches and interventions that have been rigorously evaluated and shown to be effective in achieving specific crime, violence prevention, or safety outcomes.</p> <p>'Evidence of what works in social crime and violence prevention demonstrates the importance of addressing the risk factors for crime and violence as highlighted in the key themes of this White Paper. This includes early childhood interventions, school-based programmes, youth and family level interventions, strategies to deal with violence against women, community level interventions, improving the efficiency, effectiveness and accountability of the criminal justice system, controlling the availability of firearms, and safety through environmental design.'</p> <p><i>(2016 White Paper on Safety and Security)</i></p> <p>The availability and collection of data is a critical component in conceptualisation, design, implementation and evaluation of strategies and interventions.</p>

8.6.3 RELIABLE, INTER-SECTORAL, DISAGGREGATED DATA IS ACCESSIBLE AND INFORMS PLANNING

OBJECTIVE	MECHANISMS
<p>Planning informed by reliable, Inter-sectoral, disaggregated data</p>	<p>The collection of reliable data to inform evidence-based interventions is an essential component of the crime and violence prevention approach advocated in the Strategy and must be available and accessible through inter-sectoral data management systems.</p> <p>Reliable data is critical for the effective planning, delivery and monitoring of implementation.</p> <p>Key components include:</p> <ol style="list-style-type: none"> i. The collection of reliable data across the range of departments and sectors, including public health information from hospitals, clinics, mortuaries and emergency and trauma units on injuries, accidents, deaths, drug and alcohol use and mortality. This would provide important data to inform the analysis of crime and violence. This data should reflect not only direct safety indicators but also include progress on addressing risk and protective factors. ii. Data should be used to inform planning, to: <ul style="list-style-type: none"> ■ identify and define the incidence and prevalence of crime and violence reported and unreported; ■ identify the scale, scope and location of safety problems; ■ identify specific risk and protective factors (when and where problems occur, who is involved to assist in understanding patterns and trends and likely causal factors); ■ identify availability and gaps in services and delivery; ■ assess the effectiveness of the allocation of resources; ■ identify, develop and test interventions, which can then be implemented; and ■ evaluate what works, and develop a repository of evidence-based knowledge for future use. iii. Data must be disaggregated to facilitate analysis and identification of drivers and risks factors. <ul style="list-style-type: none"> ■ Data disaggregated by age, gender, relationship, geography and a range of other measures is essential to accurately develop and adapt relevant local, provincial and national policies, strategies and plans. iv. Data collection must be ongoing and institutionalised in reporting arrangements. <ul style="list-style-type: none"> ■ Safety is not static, and social and structural factors that contribute to crime and violence may change over time. Where required, the capacity of departments should be increased, to ensure the ongoing collection and utilisation of accurate data. v. Data systems must be integrated and accessible. <ul style="list-style-type: none"> ■ Data systems must allow for integrated analysis and effective monitoring. This is critical in identifying blockages and gaps in service delivery and ensuring service provision is integrated. Such systems will allow for a flow of data across departments and spheres of government, facilitating and supporting reporting arrangements. Data should be accessible to bona fide researchers, civil society and community organisations. □ Protocols must be established to facilitate integration, management, distribution, analysis and sharing of data.

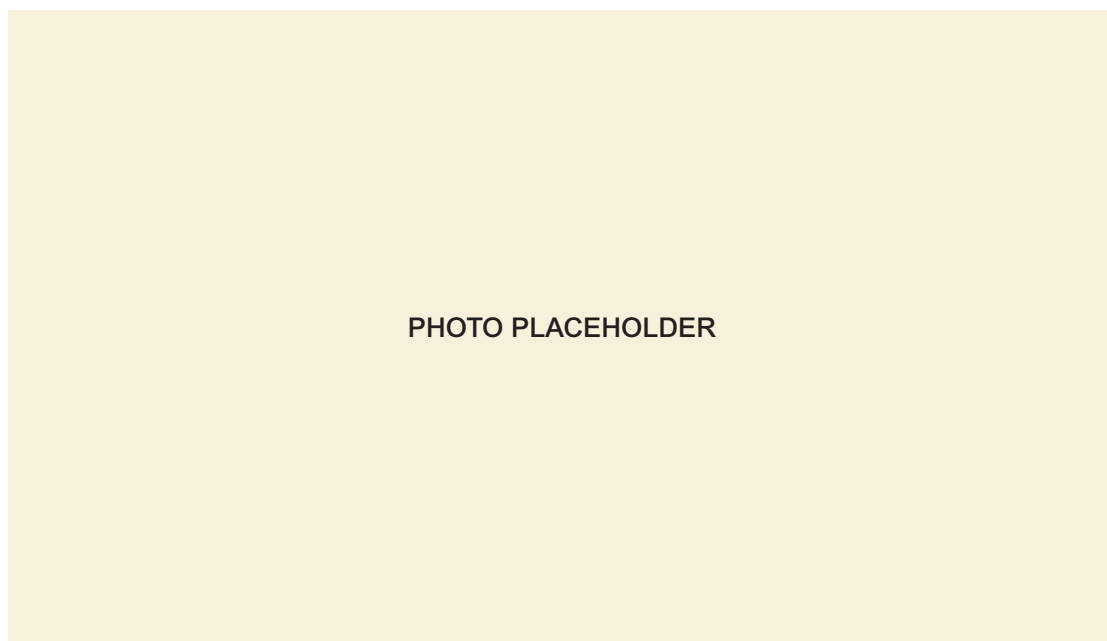


PHOTO PLACEHOLDER

8.7 Programmes and Interventions must be Responsive, Accessible and of High Quality, and must Promote Integrated Service Delivery

8.7.1 PROGRAMMES AND INTERVENTIONS MUST BE ACCESSIBLE

OBJECTIVE	MECHANISMS
Programmes and services are accessible to those who need them.	<p>Programmes and services must be available to those who need them (resourced by an adequate number of service providers and funded partnerships with NPOs).</p> <ul style="list-style-type: none"> ■ Members of the public must be aware of and know how to access programmes and services. ■ Services must be available at required times. ■ Services must be accessible to vulnerable groups. ■ Services must be accessible to remote and rural communities.

8.7.2 PROGRAMMES AND SERVICES MUST BE EQUITABLY DISTRIBUTED AND BASED ON EVIDENCE

OBJECTIVE	MECHANISMS
Programmes and services are equitably distributed.	<p>Delivery must be informed by needs assessments, provincial profiles and local audits, including assessments of risk, needs and demands and audit of current programmes and interventions to ensure appropriate intervention and allocation of resources.</p>

8.7.3 PROGRAMMES AND SERVICES MUST BE DEVELOPMENTAL

OBJECTIVE	MECHANISMS
Programmes and services are integrated, addressing risk, protections and resilience factors at all levels.	<p>Programmes and services must address:</p> <ul style="list-style-type: none"> ■ primary, secondary and tertiary levels ■ risk, protection and resilience factors at individual, family, community, societal and macro structural levels ■ context-appropriate interventions for categories of vulnerable/'at risk' target groups ■ disaggregation of programmes for various vulnerable/'at risk' groups <p>Services must be integrated, providing a continuum of care and support between service departments.</p>

8.7.4 PROGRAMMES AND SERVICES MUST BE OF HIGH QUALITY

OBJECTIVE	MECHANISMS
Programmes and services are of a high quality.	<p>Programmes must be of high quality and subjected to:</p> <ul style="list-style-type: none"> ■ norms and standards ■ oversight and quality assurance mechanisms <ul style="list-style-type: none"> ■ Interventions and programmes must be provided by trained and capacitated service providers. ■ Service providers must be equipped and trained. ■ Services providers must be accredited and vetted.

8.7.5 PROGRAMME SERVICE DELIVERY MUST BE INTEGRATED (INTERDEPARTMENTAL AND INTERSECTORAL)

OBJECTIVE	MECHANISMS
Integrated service delivery	<p>Programme service delivery must be integrated (interdepartmental and intersectoral) and supported by</p> <ul style="list-style-type: none"> ■ MOUs ■ service delivery agreements ■ joint programmes and partnerships ■ protocols ■ established referral pathways.

8.8 Active Public and Community Participation

The Strategy promotes an ‘all of society’ approach, recognising the key role of communities and encouraging partnerships with civil society and the private sector.

The NDP recognises active citizenry and coordinated partnerships as key components to a sustainable strategy for citizen safety.

The White Paper on Safety and Security (2016) recognises the importance of state parties working with non-state bodies to establish safety needs and develop strategies to address them. It proposes the development of sustainable forums for coordinated and collaborative community participation; public participation in the development, planning and implementation of interventions; and public and private partnerships to support safety, crime prevention and violence prevention.

The Strategy entrenches active citizenry and coordinated partnerships as a key component of sustainable strategies for community safety by integrating it as both a systemic requirement and a thematic area, and assigns responsibilities for facilitating this to all spheres of government.

8.8.1 INSTITUTIONALISATION OF COMMUNITY PARTICIPATION

OBJECTIVE	MECHANISMS
<p>Community participation is entrenched in processes and interventions</p>	<p>This will be achieved by the:</p> <ul style="list-style-type: none"> ■ development of process indicators for community participation; ■ integration of strategies in guidelines that embed community involvement (e.g., community safety audits and development of community safety plans); ■ provision of resources to capacitate communities; ■ strengthening of legal and policy frameworks to entrench meaningful engagement. <p>Institutionalisation is further entrenched through thematic interventions (discussed below), which require:</p> <ul style="list-style-type: none"> ■ active public and community participation in the development, planning and implementation of interventions addressing community safety, crime prevention and violence prevention; ■ facilitation of sustainable forums for coordinated, collaborative action and ongoing participation; ■ public and private partnerships to support programmes and interventions. <p><i>(See Pillar 6: Active Public and Community Participation.)</i></p>

9 RISK MANAGEMENT

The effective implementation of this Strategy is dependent on the following factors:

- Political will by the executive authority to lead and drive implementation and accountability.
- Senior leadership at both the political and the administrative level.
- The willingness to work together in an integrated manner at both the political and the institutional level.
- Funding: The allocation of required resources, human capacity and budgets for effective implementation.
- Effective alignment of interventions addressing underlying macro-structural factors that contribute to the risk factors and drive crime and violence with interventions in this Strategy.⁴⁴

10 ROLES AND RESPONSIBILITIES

10.1 National Government

THE ROLE OF NATIONAL GOVERNMENT INCLUDES THE FOLLOWING:



BUDGETS AND RESOURCES

- Provide clear and sufficient guidance on budgetary and planning processes to line function departments. Allocate budgets for strategy, plans, roles, programmes and interventions for safety, crime prevention and violence prevention.
- Ensure allocation of funding and resources at national, provincial and local level.
- Provide guidance, technical support and capacity building on safety, crime prevention and violence prevention strategies and implementation to provincial and local government through a National Crime Prevention Centre.
- Resource and capacitate implementation structures at national level.
- Account to Parliament for the spending of budgets and outputs for safety, crime prevention and violence prevention.



LEGISLATION AND POLICY

- Align national legislation and policies with the Strategy.



STRATEGIES

- Ensure the integration of safety and security outcomes into national Government's strategic frameworks.
- Ensure that strategies, plans, key performance indicators (KPIs), norms and standards are aligned with the safety, crime prevention and violence prevention outcomes of the Strategy.
- Ensure integration of local and provincial needs into national strategies and plans.



IMPLEMENTATION STRUCTURES

- Establish implementation structures.



INTERGOVERNMENTAL CO-OPERATION SYSTEMS

- Facilitate intergovernmental relations between national, provincial and local government.
- Participate in intergovernmental forums on a national, provincial and local level.
- Ensure that issues relating to the implementation of the Strategy are discussed, consulted and acted upon.



EVIDENCE-BASED ASSESSMENTS AND MONITORING AND EVALUATION

- Conduct needs assessment at national level.
- Develop and implement the Monitoring and Evaluation Framework at national level.
- Ensure implementation and reporting by provincial and local government on Monitoring and Evaluation Framework.
- Conduct a baseline.
- Co-ordinate the reporting of national, provincial and local government against the Monitoring and Evaluation Framework.
- Account to Parliament on implementation and outcomes of the Strategy.



PROGRAMMES AND INTERVENTIONS

- Implement programmes and interventions aligned to the Strategy.
- Initiate and co-ordinate national safety, crime prevention and violence prevention programmes and interventions with provincial and local government.
- Ensure integration of provincial and local needs in programmes and interventions.



ACTIVE PUBLIC AND COMMUNITY PARTICIPATION

- Ensure active public and community participation in the development, planning and implementation of national strategies and policies.
- Ensure the establishment of sustainable forums for coordinated, collaborative and ongoing community participation.
- Facilitate public and private partnerships to support safety, crime prevention and violence prevention programmes and interventions.

10.2 Provincial government

THE ROLE OF PROVINCIAL GOVERNMENT INCLUDES THE FOLLOWING:



BUDGETS AND RESOURCES

- Allocate budgets for strategy, plans, roles, programmes and interventions for safety, crime prevention and violence prevention at provincial level.
- Mobilise funding and resources for safety, crime prevention and violence prevention programmes at local level.
- Provide capacity and support to local government to implement the Strategy.
- Capacitate and resource the Provincial Directorate for Safety, Crime and Violence Prevention.
- Account to the provincial legislature for the spending of budgets and outputs for safety, crime prevention and violence prevention.



LEGISLATION AND POLICY

- Align provincial legislation and provincial policies with the Strategy.
- Ensure the integration of safety and security outcomes within provincial government and provincial departments' strategic frameworks.
- Develop provincial strategies and plans in alignment with this Strategy and the NSP.
- Ensure strategies, plans, KPIs, norms and standards are aligned with the safety, crime prevention and violence prevention outcomes.
- Ensure alignment of IDP planning and reporting to the Strategy.
- Integrate local needs and priorities into provincial strategies, plans and interventions.



IMPLEMENTATION STRUCTURES

- Capacitate the Office of Premier to drive integrated implementation of the Strategy in the province.
- Capacitate implementation mechanisms.



INTERGOVERNMENTAL CO-OPERATION SYSTEMS

- Develop implementation plans and protocols for implementation of the Strategy.
- Co-ordinate a range of provincial competencies in the departments of health, education, social development and local government, enabling them to implement the Strategy.
- Participate in intergovernmental forums at national, provincial and local levels and ensure that issues relating to the implementation of the Strategy are discussed and consulted upon.
- Co-ordinate between provincial and local government (together with the provincial government department responsible for co-operative government) to ensure effective implementation of the Strategy at local government level.



EVIDENCE-BASED ASSESSMENTS AND MONITORING AND EVALUATION

- Conduct needs assessments at provincial level.
- Implement the Monitoring and Evaluation Framework at provincial level.
- Ensure implementation and reporting by local government on the Monitoring and Evaluation Framework.
- Conduct provincial baselines.
- Co-ordinate the reporting of provincial and local government against the Monitoring and Evaluation Framework.
- Report to the provincial legislature on implementation and outcomes of the Strategy.



PROGRAMMES AND INTERVENTIONS

- Initiate and co-ordinate safety, crime prevention and violence prevention programmes and interventions in the province.
- Initiate and co-ordinate safety, crime prevention and violence prevention programmes and interventions with local government.
- Participate in national programmes on safety, crime prevention and violence prevention.
- Implement programmes and interventions aligned to safety, crime prevention and violence prevention outcomes.
- Ensure integration of provincial and local needs in programmes and interventions.



ACTIVE PUBLIC AND COMMUNITY PARTICIPATION

- Ensure active public and community participation in the development, planning and implementation of national strategies and policies.
- Facilitate and support the establishment of sustainable forums for coordinated, collaborative and ongoing community participation.
- Facilitate public and private partnerships to support safety, crime prevention and violence prevention.

10.3 Local Government

THE ROLE OF LOCAL GOVERNMENT INCLUDES THE FOLLOWING:



LEGISLATION AND POLICY

- Align legislation (by-laws) and policy to safety, crime prevention and violence prevention outcomes.



STRATEGIES

- Develop a local strategy and community safety plans.
- Develop strategies and integrate safety, crime prevention and violence prevention outcomes into strategic plans, performance plans, norms and standards.
- Integrate safety, crime prevention and violence prevention outcomes into the IDP.
- Align and complement planning of IDPs with other municipalities and organs of state to ensure that safety, crime prevention and violence prevention are prioritised and that best practices are integrated across municipalities.
- Ensure alignment of KPIs in strategies, plans, norms and standards with the Strategy.



IMPLEMENTATION STRUCTURES

- Build capacity in the Office of the Municipal Manager to drive implementation of the Strategy across the municipality.
- Capacitate implementation mechanisms to ensure effective implementation of the Strategy across the municipality.



INTERGOVERNMENTAL CO-OPERATION SYSTEMS

- Develop implementation protocols with other spheres of government and organs of state to facilitate implementation of the Strategy at local level.
- Contribute to setting joint safety, crime prevention and violence prevention priorities and interventions with other tiers of government, departments and municipalities.
- Participate in intergovernmental forums on a national, provincial and local level and ensure that issues relating to the implementation of the Strategy are discussed, consulted and put into action.



EVIDENCE-BASED ASSESSMENTS AND MONITORING AND EVALUATION

- Conduct needs assessment at local level.
- Implement the Monitoring and Evaluation Framework at local level.
- Conduct a baseline.
- Ensure alignment of KPIs in IDP.
- Conduct community safety audits on an annual basis.
- Report to municipal council on implementation and outcomes of the Strategy.



PROGRAMMES AND INTERVENTIONS

- Co-ordinate safety, crime prevention and violence prevention interventions within the municipal area.
- Ensure effective enforcement of by-laws on safety, crime prevention and violence prevention.
- Implement programmes and interventions aligned to safety, crime prevention and violence prevention outcomes.



ACTIVE PUBLIC AND COMMUNITY PARTICIPATION

- Establish sustainable forums for coordinated, collaborative and ongoing community participation.
- Facilitate public and private partnerships to support safety, crime prevention and violence prevention programmes and interventions.

11 IMPLEMENTATION AND GOVERNANCE

11.1 The Presidency

The Presidency must:

1. Champion the Strategy in order to:
 - provide the highest level of political leadership, support and the authority to drive implementation;
 - recognise community safety, crime prevention and violence prevention as an apex priority of Government; and
 - ensure integration of this priority across government departments and spheres of government.
2. Drive oversight and implementation through the Presidential Coordinating Council.
3. Ensure integration into the government-wide Medium-Term Strategic Framework (MTSF) and monitoring and evaluation systems (through the functions of the Department of Planning, Monitoring and Evaluation). Responsibility for implementation of the Strategy resides with the respective line function departments and spheres of government. This includes creating an enabling environment for non-state actors.
4. Establish the National Crime and Violence Prevention Centre which must be located in the Presidency at the Policy and Research Services Section.

The Centre will provide guidance, technical support and capacity building on safety, crime prevention and violence prevention strategies and implementation to national, provincial and local government.

(See Section 8.4.2: National Centre for Community Safety, Crime and Violence Prevention.)

11.2 The department responsible for planning, monitoring and evaluation

The department responsible for planning, monitoring and evaluation in government must do the following:

1. Develop a holistic Monitoring and Evaluation Framework that will include specific indicators and measures to track progress against system and thematic outcomes.
2. Co-ordinate reporting of national, provincial and local government against the Monitoring and Evaluation Framework.
3. Facilitate the development of an integrated data and information management system and protocols for information sharing between different spheres of government.
4. Ensure integration of safety, crime prevention and violence prevention outcomes within government's Medium-Term Strategic Framework (MTSF).
5. Develop a repository of evidence-based programmes that enhance resilience in children and youth.
6. Resource research and evaluations into promising practices.

(See Sections 8.4.1: Strengthen capacity of the department responsible for planning, monitoring and evaluation; Pillar 2D, Section 1: Increased access to evidence-based programmes for 'vulnerable'/ at risk groups; Pillar 2D, Section 1.1: Increase in provision of evidence-based crime and violence prevention programmes.)

11.3 Department of Cooperative Governance

The Department of Cooperative Governance (DCoG) is responsible for intergovernmental relations and the implementation of the Integrated Urban Development Framework (which recognises community safety as a cross-cutting issue).

DCoG must to the following:

1. Develop guidelines and regulations to facilitate the institutionalisation of the Strategy across government. These guidelines and regulations must
 - address the role of local government in community safety and developing KPI for the IDP;
 - clarify obligations of provincial government to local government;
 - strengthen intergovernmental relations and mechanisms between spheres of government for community safety; and
 - develop standard by-laws for community safety.

(See Sections 8.1.1: Improve policy coherence; 8.1.2: Strengthen the legal and regulatory framework for crime and violence prevention; 8.1.6: Strengthen reporting mechanisms; 8.2.2: Integrate strategic planning across three spheres of government; 8.5: Strengthening Intergovernmental Cooperation Systems.)

2. Facilitate funding and resources for community safety at local level.

3. Integrate the focus on crime and violence prevention into various government initiatives (e.g., CWP).

(See Pillar 2A, Section 1: Primary prevention and early intervention for the effective provision of crime and violence prevention, with early interventions and programmes institutionalised across government.)

11.4 Civilian Secretariat for Police Service (CSPS)

The role of the CSPS is to:

- Provide input to DCoG on the development of the following:
 - Guidelines on community safety
 - KPIs for community safety for IDPs
 - Provincial assessment tool for IDPs in respect of community safety for provinces
- Review and strengthen the CPF and CSF policy.
 - Clarify the relationship between provincial secretariats and local government in respect of the Community Safety Forum (CSF) Policy and Community Policing Forum (CPF) Policy.

(See Pillar 6A, Section 1: Strengthened legal, policy and regulatory frameworks for sustainable community forums.)

- Provide support to provincial secretariats in implementing community safety functions through:
 - the development of guidelines, systems and tools
 - capacity building
 - technical support

(See Section 8.1.2.4: Clarify the role of the Civilian Secretariat for Police and Provincial Secretariats in respect of crime and violence prevention.)

- Monitor and evaluate by
 - developing standard reporting frameworks for reporting obligations from provincial secretariats to CSPS; and
 - receiving and monitoring reports from provincial secretariats on support provided to local government in respect of community safety.

(See Section 8.1.2.4: Clarify the role of the Civilian Secretariat for Police and Provincial Secretariats in respect of crime and violence prevention.)

11.5 Provinces

11.5.1 The Office of the Premier

Overall responsibility for the implementation of the Strategy in provinces resides with the Premier of the province.

Coordination of the Strategy's implementation should therefore be located at this level to ensure the inclusion and elevation of community safety, crime prevention and violence prevention into strategic priorities and core provincial plans at the highest level; to facilitate an integrated approach across all departments of provincial government; and to ensure integration of the Strategy into provincial monitoring and evaluation systems.

The legal mandate and authority of the Premier are key to ensuring the integration of the Strategy across provincial government, and the coordination of intergovernmental relations within the provincial government with national government and local governments in the province.⁴⁵ The Premier Provincial Intergovernmental Forum is therefore a key mechanism for ensuring integration of provincial priorities and alignment between provincial government departments.⁴⁶ The location of this coordinating role with the Office of the Premier will also facilitate engagement and reporting to the President's Co-ordinating Council (PCC) on progress in the implementation of the Strategy.

The Strategy proposes the development of capacity in the Office of the Premier to drive this process.

11.5.2 Line function provincial government departments

Provincial departments play a key role in implementation of the thematic interventions. The roles and responsibilities of provincial departments in respect of implementing the Strategy must be clearly articulated in provincial strategies coordinated by the Office of the Premier to ensure effective integration across provincial government departments.

11.5.3 Provincial departments responsible for local government

Provincial departments responsible for local government, together with the Offices of the Premier, are mandated to facilitate greater coordination between provinces and local government and can play a key role in respect of community safety, crime prevention and violence prevention. This includes strengthening the process of development, input and review of IDPs, and the provision of capacity building, technical support and facilitating resources. These functions can be mobilised to support the integration of community safety, crime prevention and violence prevention at local level.

(See Section 10.3: Roles and Responsibilities: Local Government.)

These provincial departments play a key role in the successful implementation of the Strategy by:

- facilitating intergovernmental relations in provinces to ensure effective implementation;
- strengthening mechanisms for engagement with local government in respect of implementation;
- ensuring alignment of national and provincial policy with local government;⁴⁷
- improving the processes and mechanisms of engagement and consultation with local government; and
- strengthening mechanisms and procedures to monitor municipalities and report on performance in respect of implementation of the Strategy.

Legislation sets out these responsibilities of provincial government, which include⁴⁸ overseeing the development and drafting of IDPs. Departments responsible for local government in provinces must monitor and support the development of IDPs and ensure integration of the Strategy in IDPs.⁴⁹

- Departments responsible for local governments in provinces must
 - ensure effective provincial assessment of IDPs and the integration of the Strategy;
 - facilitate the development of standard by-laws in respect of community safety;⁵⁰
 - facilitate the provision of support to municipalities on implementation strategies; and
 - facilitate the provision of capacity building and technical support to municipalities on implementation of the Strategy.

These provincial departments must oversee and coordinate with the Office of the Premier regarding the administration of provincial support to local government.

11.5.4 Provincial Secretariats for Police Service

Provincial Secretariats for Police Service should play a key role in supporting implementation of the Strategy in the province.

These include:



The roles and responsibilities of provincial secretariats and departments responsible for community safety in the province should be clarified in respect of the execution of provincial strategies addressing crime and violence and initiating and supporting programmes and interventions in the province.

(See Section 8.1.2.4: Clarify the role of the Civilian Secretariat for Police and Provincial Secretariats in respect of crime and violence prevention.)

11.6 Municipal Manager's Office

The Office of the Municipal Manager is responsible for driving the Strategy in each municipality. To facilitate effective integration across municipal departments and effective oversight, monitoring and evaluation, the MM will need to do the following:

1. Establish capacity in the MM Office to drive implementation.

(See Section 8.4.4: Provide capacity in the Municipal Manager's Office to drive implementation of the strategy in municipalities.)

2. Ensure the integration of crime and violence prevention interventions in the IDP.

(See Pillar 6A, Section .1: Strengthened legal, policy and regulatory frameworks for sustainable community forums; Pillar 6B, Section 1: Active public and community participation in crime and violence prevention interventions; Pillar 6B, Section 4: Community safety planning is institutionalised in government.)

12 MONITORING AND EVALUATION

The Strategy sets out the process to align monitoring and evaluation systems and reporting frameworks across government (*see Sections 8.1.5 and 8.1.6*). By institutionalising responsibilities within sector departments and spheres of government through the integration of deliverables, action items and target dates into line function department strategic plans and integrated development plans at local level, the Strategy seeks to create ownership and to ensure that community safety is integrated into core business.

Section 8.4.1: Strengthen capacity of the department responsible for planning, monitoring and evaluation (also discussed in 11.2) sets out the following role of the department responsible for planning, monitoring and evaluation (DPME):

- To facilitate alignment of the Strategy with existing monitoring and evaluation functions.
- To institutionalise evidence-based planning by providing an institutional home with authority to engage line function departments.
- To strengthen the focus on crime and violence prevention in MTSF and integration across outcome-based monitoring systems.
- To develop a holistic Monitoring and Evaluation Framework, which will include specific indicators and measures to track progress against systems and thematic outcomes. The development of a holistic M&E framework will have to be undertaken in collaboration with the other spheres of government, including relevant line departments.
- To co-ordinate reporting of national, provincial (Office of the Premier) and local government (Office of the Municipal Manager) against the Monitoring and Evaluation Framework.
- To ensure the integration of safety, crime prevention and violence prevention outcomes within government's strategic framework.
- To facilitate the development of an integrated data and information management system and protocols for information sharing between different spheres of government.

Core components of the M&E Framework should include:

- overarching government outcomes and indicators for community safety that are integrated into the MTSF;
- monitoring and evaluation tools; and
- capacity building initiatives for government departments and spheres of government responsible for monitoring and evaluation.

The strengthening of reporting frameworks (see Section 8.1.6: Strengthen reporting mechanisms) will provide:

- clear linkages between KPIs across national and provincial departments and local government IDPs to enable coherent reporting on implementation and community safety outcomes;
- defined reporting arrangements between local and district/metro municipalities and provinces;
- aligned IDPs, municipal safety plans and Provincial Safety Strategies; and
- defined performance indicators for community safety.

The monitoring and evaluation system should be strengthened by enhanced oversight and accountability through:



13 REVIEW OF STRATEGY

The Strategy will be reviewed every five years.

14 STRATEGIC LINKS

The Strategy recognises the need for complementary interventions addressing socio-economic factors including poverty, inequality, unemployment, social welfare, health and education and the effectiveness of the State.

The following policies address some of the key focus areas identified in the Strategy.

FOCUS AREAS	POLICY INSTRUMENT	RESPONSIBILITY/ LEAD DEPARTMENT
Improvements to the Criminal Justice System	<ul style="list-style-type: none"> ■ The CJS 7 Point Plan: Integrated Justice System (IJS) and CJS Revamp and Modernisation ■ National Policy Framework for the Management of Sexual Offence Matters of 2012 ■ National Directives and Instructions on Conducting a Forensic Examination on Survivors of Sexual Offence Cases in Terms of the Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007 ■ National Policy Framework for Child Justice Act of 2010 	JCSP cluster
Effective Policing	<ul style="list-style-type: none"> ■ White Paper on Policing (2016) ■ National Rural Safety Strategy 	CSPS/SAPS
Children in Conflict with the Law	<ul style="list-style-type: none"> ■ Norms and Standards for Diversion (reviewed in 2015) ■ Policy Framework for Accreditation of Diversion Services (May 2010). Blueprint: Minimum Norms and Standards for Secure Care Facilities in South Africa of 2010 ■ Child Justice National Policy Framework 	DSD DOH&CD
Gender Based Violence	<ul style="list-style-type: none"> ■ National Strategic Plan on Gender-Based Violence and Femicide 	DWCPD, Presidency
Violence against Women and Children	<ul style="list-style-type: none"> ■ Integrated Programme of Action Addressing Violence Against Women and Children 	DSD
Victim Support and Services	<ul style="list-style-type: none"> ■ National Implementation Plan for the Service Charter for Victims of Crime of 2007 ■ Service Charter for Victims of Crime and Violence of 2004 ■ National Strategy for Sheltering Services for Victims of Crime and Violence ■ Minimum Standards on Shelters for Abused Women ■ National Policy Guidelines for Victim Empowerment of 2009 	DSD
Learner and School Safety	<ul style="list-style-type: none"> ■ The National School Safety Framework ■ Guidelines for the Prevention and Management of Sexual Violence and Harassment in Public Schools 	DBE
LGBTI	<ul style="list-style-type: none"> ■ National Intervention Strategy for Lesbian, Gay, Bi-sexual, Transgender and Inter-sex (LGBTI) Sector of 2014 	DOJ&CD
Youth	<ul style="list-style-type: none"> ■ National Youth Policy – lack of focus on youth interventions for crime and violence prevention 	DWCPD, Presidency
Social Crime Prevention	<ul style="list-style-type: none"> ■ Integrated Social Crime Prevention Strategy 	DSD
Early Childhood Development	<ul style="list-style-type: none"> ■ Early Childhood Development (ECD) Policy of 2015 	DSD
Urban Safety and Development	<ul style="list-style-type: none"> ■ Integrated Urban Development Framework – recognises community safety as a cross cutting issue 	DCoG
Family Well Being	<ul style="list-style-type: none"> ■ White Paper on Families 	DSD
Social Services	<ul style="list-style-type: none"> ■ White Paper for Social Welfare 1997 – promotes a developmental social welfare approach and proposes an integrated approach to crime prevention and restorative justice 	DSD
Substance Abuse	<ul style="list-style-type: none"> ■ National Drug Master Plan ■ National Strategy for the Prevention and Management of Alcohol and Drug Use Amongst Learners of 2013 	
Community Participation	<ul style="list-style-type: none"> ■ Community Police Forum Policy ■ Community Safety Forums Policy of 2011 	CSPS/SAPS
Environment design	<ul style="list-style-type: none"> ■ Spatial Planning and Land Use Management White Paper 	
Rehabilitation and reintegration of persons in conflict with the law	<ul style="list-style-type: none"> ■ White Paper on Remand Detention Management of 2014 ■ White Paper on Corrections of 2005 	DCS
Reintegration of persons in conflict with the law	<ul style="list-style-type: none"> ■ The Reintegration and Aftercare Strategy for Probation Services 2015 (strategy) 	DSD
Restorative Justice	<ul style="list-style-type: none"> ■ Restorative Justice National Policy Framework (amended in October 2012) ■ Prosecution Policy Directives: Part 7: Diversion, Restorative Justice and Information Mediation in respect of Adult Offenders (1 June 2015) 	NPA

15 COST IMPLICATIONS

Interventions proposed in the Strategy form part of existing functions performed and there are no cost implications. In case where additional capacity is required, line function departments are responsible for realigning their priorities and budgets, and where necessary engaging Treasury for additional funding. The CSPA, DCoG and provinces will assist in facilitating this as indicated in the Strategy.

Areas where additional capacity is indicated are:

- The establishment of the Centre for Community Safety, Crime and Violence Prevention
- Additional capacity in the Office of the Municipal Manager
- Additional capacity in the Office of the Premier
- Additional capacity in DPME.

PHOTO PLACEHOLDER

ENDNOTES

- 1 Vision 'White Paper on Safety and Security' (2016). Available at http://www.policesecretariat.gov.za/downloads/bills/2016_White_Paper_on_Safety_&_Security.pdf
- 2 White Paper on Safety and Security 2016
- 3 Introduction to Crime Prevention through Environmental Design. Available at http://www.cpted.co.za/cpted_summary.pdf at p. 5. CSIR
- 4 White Paper on Safety and Security 2016.
- 5 Ibid.
- 6 Ibid.
- 7 Ibid.
- 8 Ibid.
- 9 Ibid.
- 10 Ibid.
- 11 Ibid.
- 12 Ibid.
- 13 Ibid.
- 14 <http://siteresources.worldbank.org/INTHAITI/Resources/CaribbeanC&VChapter4.pdf>
- 15 Given the multiplicity of processes in government dealing with violence against women and children (DOJ&CD, NPA, SAPS), has CSPS provided a clear framework on which SAPS is basing its implementation plans and strategy? How do interventions by DOJ&CD, DSD and others integrate into this? Will the Review of the Programme of Action address this aspect and accountability arrangements?
- 16 For example, language issues re immigrants, asylum seekers and human trafficking victims; addressing discriminatory attitudes to vulnerable groups (sex workers, migrants, LGBTIQ+); improving access for persons with intellectual and other forms of disability; addressing barriers to reporting SGBV (e.g., victims turned away from police stations or referred to other police stations).
- 17 Resilience is the capacity to successfully adapt despite challenging or threatening circumstances. Strategies aimed at preventing crime and violence must include mechanisms to build the capacity of individuals, groups and communities to deal with adversity and conditions that may make them more vulnerable to crime and violence (White Paper on Safety and Security, 2016).

CONTINUES ON PAGE 130 OF BOOK 2

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- 18 Provides for a process to develop this through an advisory committee of relevant role-players
- 19 Framework should recognise the interconnectedness of many aspects of the child's environment/ecologies (individual, family, peer, school, community, societal/macro-structural) with various dimensions of a child's wellbeing (health, safety, positive relationships, effective educational learning, and physical, emotional, social, intellectual, psychological and material wellbeing) covering infancy, preschool, childhood and adolescence. It should also address the needs of vulnerable children; provide for a measurable strategy through which sectors and departments are held accountable; provide wellness indicators for children to ensure a common goal; and track child development/wellness holistically.
- 20 'A safer and more inclusive society: Early childhood development investments bring about higher levels of positive self-regulation which lead to significantly less crime and greater public safety, reduced public violence, and greater social cohesion and civic participation' (pg. 21, National Integrated ECD Policy). Available at: https://www.unicef.org/southafrica/SAF_resources_integratedecdpolicy.pdf
- 21 Vulnerability is determined by context and the prevalence of risk factors (see clarification below).
- 22 Prerequisites do not fall within the scope of this Strategy.
- 23 Examples of public health approaches include the Expanded Programme of Immunisation and Vaccines, Preventable Disease Surveillance and Reach Every Community.
- 24 Resilience is the capacity to successfully adapt, despite challenging or threatening circumstances. Strategies aimed at preventing crime and violence must include mechanisms to build the capacity of individuals, groups and communities to deal with adversity and conditions that may make them more vulnerable to crime and violence (White Paper on Safety and Security, 2016).
- 25 Decriminalisation as a strategy to reduce stigma and discrimination requires a new legal framework for regulating the use and availability of substances that are currently illegal. This does not constitute legalising illicit drugs but decriminalises personal use and, as in some jurisdictions, provides other administrative sanctions supported by diversionary programmes to address addiction.
- 26 Privacy, non-judgmental treatment, elimination of punitive drug treatment approaches, and promotion of the health and rights of persons with substance addiction.
- 27 There is a need for a public education campaign to re-educate people across society about the effects of drug and alcohol abuse (similar to HIV and AIDS campaigns) to promote an understanding of persons suffering from substance addiction as people with an illness or addiction and not criminals.
- 28 Performance measures do not take into consideration the full needs of clients and are currently based on numbers. Indicators are not humane and don't address treatment requirements (e.g., they base funding on completion of services).

- 29 Objectives are to provide people with an incentive to address drug use before getting a criminal record, to increase the number of illicit drug users being diverted into education, assessment and treatment, and to reduce the number of persons being incarcerated for use and possession of small quantities of illicit drugs. <http://www.aivl.org.au/wp-content/uploads/AIVL-Paper-Harmonising-Drug-Control-Laws-with-Public-Health-Approaches.pdf>
- 30 For example, s2 DVA Act 116 of 1998 requires SAPS to assist victims of DV to access suitable shelter and medical treatment; Sexual Offences and Related Matters Amendment Act No 32 of 2007 addresses services for victims of sexual offences; and the provisions of the Children's Act and Child Justice Act.
- 31 Including but not limited to New Urban Agenda for Sustainable Urbanisation and Human Settlements (Agenda 2030) – SA response; Department of Human Settlements (DHS) policies; UISP; Norms and Standards; National Spatial Development Framework implementation protocols and spatial contracts; IUDF Implementation Plan.
- 32 Requires that planning be informed by comprehensive assessments.
- 33 Including but not limited to role of infrastructure, access to services, interventions to mitigate crime and violence and address socioeconomic conditions, the design of settlements to achieve social benefits, improved use and management of public open spaces, incorporation of livelihood strategies, improved socioeconomic conditions and environmental safety.
- 34 Includes public amenities, schools, tertiary and higher education institutions.
- 35 Avoid 'Western' concepts, which do not apply to domestic context. Don't make people conform to Western constructs or design principles/perceptions of human settlements.
- 36 E.g., role of CPFs in monitoring police performance, i.e., monitoring of police on application of legislation in respect of gun control, advocating for rights of communities and victims in respect of firearm applications and removal.
- 37 Barriers may vary and could include the exclusion of certain groups, geographical distance, poor capacity of officials tasked with public engagement responsibility, and language or cultural barriers.
- 38 See White Paper for details on what the guidelines should address.
- 39 The minister responsible for provincial and local government must develop guidelines clarifying and strengthening the relationship between different spheres of government in respect of community safety (s47 of the IGRF Act).
- 40 These are set out in sections 11 and 12 of the LGMS Act.
- 41 See detail in White Paper Implementation Framework.
- 42 Integrating existing initiatives such as the SaferSpaces portal developed by GIZ VCP.

43 'S47.

- (1) The Minister may, by notice in the Gazette, issue regulations or guidelines not inconsistent with this Act regarding-
- (a) any matter that may be prescribed in terms of this Act;
 - (b) a framework for coordinating and aligning development priorities and objectives between the three spheres of government;
 - (c) a framework for coordinating intergovernmental conduct and action affecting municipal functions;
 - (d) implementation protocols;
 - (e) indicators for monitoring and evaluating the implementation of this Act; and
 - (f) Any other matter that may facilitate the administration of this Act ...

(3) No guidelines issued in terms of subsection (1) are binding on an organ of state in any sphere of government unless adopted by its executive authority.

- (4) Before regulations or guidelines are issued in terms of subsection (1), the minister must
- (a) publish the draft regulations or guidelines in the Gazette for public comment; and
 - (b) engage in an appropriate consultative process with relevant organs of state on the substance of the regulations or guidelines.'

44 These include poverty, unemployment and inequality.

45 Section 37 IGRF Act.

46 Section 37 of IGRF Act provides that the Premier of the province is responsible for ensuring co-ordination of intergovernmental relations within the provincial government with national government and local governments in the province.

47 Section 36 of the IGRF Act requires that provinces take into account national priorities and the interests of local communities, and consult local spheres of government and affected municipalities when developing provincial policies or draft legislation affecting local government.

48 Section 155(6) (a) and (b)) of the Constitution require provincial government to monitor and support local government in enhancing the capacity of local government to perform their functions and manage their affairs, and, where necessary, to intervene in the prescribed manner. The MEC for local government in a province must establish mechanisms and procedures in terms of section 155 of the Constitution to monitor municipalities in managing their own affairs, exercising their powers and performing their functions. The MEC must also monitor the development of local government capacity in the province and assess the support needed by municipalities (s105 (1) LGMS Act). The MEC for local government must receive annual reports of municipalities (s46 (4)), and must compile annual reports to submit to the minister, provincial legislature (s47 (1)) and National Council of Provinces on local government performance (s47 (3) LGMS Act). Section 105(3) authorises the MEC for local government to require municipalities to submit any information to a specified provincial organ of state either at regular intervals or within a period specified. The MEC also has the power to intervene in situations where a municipality is not fulfilling a statutory obligation (s106 LGMS Act).

- 49 To oversee the development and drafting of integrated development plans (IDPs) by the municipalities (discussed in detail below LGMSA, Section 14(2)). The MS Act further provides a monitoring and support role for the MEC for local government in respect of IDPs: Section 31 of the LGMS Act provides for the MEC for local government in the province to: monitor the drafting processes, assist with drafting, adopting and reviewing IDPs and facilitating alignment of IDPs of different municipalities with one another and with national and provincial programmes; facilitate coordination and alignment of IDPs of different municipalities, including district and local municipalities, and with plans, strategies and programmes of national and provincial organs of state; and take steps to resolve disputes in planning, drafting, adoption or review of an IDP between municipalities. Section 32 of LGMS Act requires a municipal manager to submit copies of the IDP to the MEC for local government in the province. The MEC may request the relevant municipal council to adjust or amend the plan if it does not comply with a requirement of the LGMS Act, or is in conflict with or is not aligned with or negates the development plans of other affected municipalities or organs of state (s32 (2) LGMS Act).
- 50 'The MEC for local government, on request of organised local government in the province, may make standard by-laws concerning any matter for which municipal councils in the province make by-laws' (LGMSA s14).



