

# INTEGRATED CRIME AND VIOLENCE PREVENTION STRATEGY

A WHOLE OF GOVERNMENT AND  
WHOLE OF SOCIETY APPROACH





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**MARCH 2022**



**REPUBLIC OF SOUTH AFRICA**

Published 2020 as Integrated Crime and Violence Prevention Strategy.

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#### **Acknowledgements**

This report was made possible by the commitment of the staff of the Civilian Secretariat for Police Service. The project is also supported through the financial contribution and guidance of the Inclusive Violence and Crime Prevention Programme implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ-VCP) on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

## LIST OF ACRONYMS

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<b>CBO</b>	Community-based Organisation	<b>ICVPS</b>	Integrated Crime and Violence Prevention Strategy/The Strategy
<b>CHCW</b>	Community Health Care Worker	<b>IDP</b>	Integrated Development Plan
<b>CJS</b>	Criminal Justice System	<b>IGR</b>	Intergovernmental Relations
<b>CPF</b>	Community Police Forum	<b>IPID</b>	Independent Police Investigative Directorate
<b>CPTED</b>	Crime Prevention through Environmental Design	<b>IUDF</b>	Integrated Urban Development Framework
<b>CSF</b>	Community Safety Forum	<b>JCPS</b>	Justice, Crime Prevention and Security Cluster
<b>CSPS</b>	Civilian Secretariat for Police Service	<b>LGBTIQA+</b>	Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Asexual, Plus
<b>CWP</b>	Community Work Programme	<b>MCCW</b>	Mother and Child Community Worker
<b>CYCC</b>	Child and Youth Care Centre	<b>MTSF</b>	Medium-Term Strategic Framework
<b>DBE</b>	Department of Basic Education	<b>MOU</b>	Memorandum of Understanding
<b>DCoG</b>	Department of Cooperative Governance	<b>NCPS</b>	National Crime Prevention Strategy
<b>DCS</b>	Department of Correctional Services	<b>NDP</b>	National Development Plan
<b>DED</b>	Department of Economic Development	<b>NGO</b>	Non-Governmental Organisation
<b>DHE</b>	Department of Higher Education	<b>NPA</b>	National Prosecuting Authority
<b>DHS</b>	Department of Human Settlements	<b>NPO</b>	Non-Profit Organisation
<b>DoE</b>	Department of Health	<b>NSP</b>	National Strategic Plan on Gender-based Violence and Femicide
<b>DOJ&amp;CD</b>	Department of Justice and Constitutional Development	<b>PEP</b>	Post-Exposure Prophylaxis
<b>DoL</b>	Department of Labour	<b>PHC</b>	Primary Health Care
<b>DoT</b>	Department of Transport	<b>SACE</b>	South African Council for Educators
<b>DPME</b>	Department of Planning, Monitoring and Evaluation	<b>SALGA</b>	South African Local Government Association
<b>DPW</b>	Department of Public Works	<b>SAPS</b>	South African Police Service
<b>DSD</b>	Department of Social Development	<b>SETA</b>	Sector Education and Training Authority
<b>DTI</b>	Department of Trade and Industry	<b>STED</b>	Safety through Environmental Design
<b>DWYPD</b>	Department of Women, Youth and Persons with Disabilities	<b>TCC</b>	Thuthuzela Care Centre
<b>ECD</b>	Early Childhood Development	<b>VAWC</b>	Violence Against Women and Children
<b>EHP</b>	Emergency Housing Programme	<b>WHO</b>	World Health Organisation
<b>EPWP</b>	Expanded Public Works Programme		
<b>GBV</b>	Gender-based Violence		
<b>GCIS</b>	Government Communication Information System		

# GLOSSARY OF TERMS

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## Crime and Violence

Crime refers to an act, behaviour, activity, event or omission defined in 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.'<sup>1</sup>

## 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.<sup>2</sup>

## 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**.<sup>3</sup>

The World Health Organisation defines violence prevention as including 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.'<sup>4</sup>

## Gender Inclusive

Gender Inclusion means nondiscrimination against a particular social gender, sex or gender identity.

## Gender-based Violence

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 physical, sexual, verbal, emotional and psychological abuse, coercion, and economic or educational deprivation, physical, sexual, psychological, emotional or economic harm violence, domestic violence, trafficking, forced/early marriage and harmful traditional practices.'<sup>5</sup>

## 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.'<sup>6</sup>

## Safety

The National Development Plan 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.<sup>7</sup>

## Safety through Environmental Design

Safety through Environmental Design integrates Crime Prevention through Environmental Design approaches and methodologies. The terminology of 'safety' is used to ensure consistency with the 2016 White Paper on Safety and Security, 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).<sup>8</sup>

## 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.'<sup>9</sup>

## 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.<sup>10</sup>

## 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.<sup>11</sup>

## Violence against Women

Violence against women 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.’<sup>12</sup>

## 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 that 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 LGBTIQA+ 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 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, 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 the vigilante and xenophobic attacks that 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.<sup>13</sup>



# CONTENTS

---

LIST OF ACRONYMS	III
GLOSSARY OF TERMS	IV
<b>1 FOREWORD</b>	XV
<b>2 EXECUTIVE SUMMARY</b>	1
2.1 Government House of Safety	2
2.2 Leadership	3
2.3 Planning and Resourcing	3
2.4 Monitoring, Evaluation and Reporting	4
2.5 Conclusion	4
<b>3 INTRODUCTION</b>	5
<b>4 BACKGROUND</b>	6
<b>5 PROBLEM STATEMENT</b>	7
<b>6 FOCUS OF THE ICVPS</b>	8
<b>7 APPROACH OF THE STRATEGY</b>	9
<b>8 KEY PRINCIPLES OF THE ICVPS</b>	10
<b>9 STRATEGIC INTENT OF THE ICVPS</b>	10
<b>10 POLICY AND REGULATORY FRAMEWORK</b>	11
<b>11 PROCESS TO DEVELOPING THE ICVPS</b>	12

	<b>PILLAR 1: AN EFFECTIVE CRIMINAL JUSTICE SYSTEM</b>	15
<b>1A</b>	<b>An Efficient, Responsive and Professional Criminal Justice System</b>	15
1.	An integrated justice system	15
2.	An efficient criminal justice system	15
3.	An efficient, responsive and professional policing service	15
4.	Comprehensive, integrated, localised strategies addressing crime and violence	16
4.1	An integrated, intersectoral strategy that addresses systemic and structural drivers of gender-based violence and femicide	16
4.2	Develop and implement an integrated responsive child protection system	16
4.3	Implement the National Action Plan to combat racism, racial discrimination, xenophobia	16
4.4	Other policies on vulnerable groups	16
5.	Effective coordination: intra-and interdepartmental and intersectoral planning and implementation with civil society (Aligned to the Strategy and the NSP-GBVF)	17
6.	Resourced and capacitated service delivery	17
7.	Strengthened oversight and accountability	18
8.	Improved access to justice	18
9.	Increased access to CJS services	19
10.	A human rights-based approach to treatment of vulnerable groups implemented by the CJS	21
11.	Effective CJS services for children in conflict with the law.	21
<b>1B</b>	<b>Effective Diversion, Rehabilitation and Reintegration Programmes</b>	22
1.	Integrated service delivery for persons in conflict with the law	22
2.	Increased use of quality diversion services	22
3.	Effective rehabilitation and reintegration services implemented	23
<b>1C</b>	<b>Effective Restorative Justice Programmes and Intervention</b>	24
1.	Integrated framework for restorative justice across government	24
2.	Effective restorative justice programmes and interventions developed and implemented	24



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

<b>2A</b>	<b>Comprehensive and Integrated Delivery of Early Interventions to Prevent Crime and Violence</b>	25
1.	Primary prevention and early intervention for the effective provision of crime and violence prevention, with interventions and programmes institutionalised across government	25
<b>2B</b>	<b>A Healthy Start for Infants and Children, including the first 1000 days of life, preschool and school children, and parents/caregivers*</b>	26
1.	An integrated framework and system for child wellbeing implemented, with a focus on safety, crime prevention and violence prevention	26
2.	Universal access to comprehensive, integrated early childhood development services	26
3.	Parents and caregivers supported and capacitated	26
4.	Social and economic support provided for parents and caregivers of vulnerable children	26

<b>2C A Safe and Supportive Home, School and Community Environment for Children and Youth</b>	<b>27</b>
1. Reduced exposure of children to crime and violence and other forms of harmful behaviour: IN THE HOME	27
1.1 Initiatives developed aimed at developing stable, nurturing relationships between children and parents/caregivers	27
1.2 Effective early detection of vulnerable and 'at risk' children and families/caregivers	27
1.2 Effective early detection of vulnerable and 'at risk' children and families/caregivers	28
1.3 Children equipped and educated regarding crime and violence	28
2. Reduced exposure of children to crime and violence and other forms of harmful behaviour: IN LEARNING ENVIRONMENTS	29
2.1 Increased access to quality ECD services	29
2.2 Safe and supportive enabling early learning environments	29
2.3. Effective preschool enrichment programmes	29
2.4 Corporal punishment, neglect, abuse and maltreatment of children in ECD centres eliminated	29
3. Reduced exposure by children to crime and violence and other forms of harmful behaviour: IN SCHOOL	29
3.1 Increased learner enrolment and retention in primary and secondary schools	29
3.2 An integrated strategy that addresses all risk factors for crime and violence at each school	29
3.3 Effective interventions for learners at risk/exposed to violence	29
3.4 Crime and violence prevention addressed through school curriculum	30
3.5 Elimination of corporal punishment in schools	30
3.6 Increased access to extra-mural activities	30
3.7 Improved safe access to and from schools	30
3.8 Targeted interventions for schools identified as high-risk	30
4. Reduced exposure of children to crime and violence and other forms of harmful behaviour: IN COMMUNITIES	31
4.1 Improved safety of public spaces	31
4.2 Upgraded human settlements and STED (Safety through Environmental Design) principles implemented in design	31
4.3 Increased access to safe social and recreational amenities and programmes	31
4.4 Active community participation in crime and violence interventions	31
4.5 An integrated focus on crime and violence prevention in all economic development interventions	31
4.6 Targeted interventions for violent/high-risk communities	32
4.7 Responsible media	32
4.8 Reduced access to drugs and increased access to treatment and prevention programmes	32
4.9 Reduced number of firearms in communities	32
4.10 Increased role of tertiary institutions	32
<b>2D Context-appropriate Child and Youth Resilience Programmes</b>	<b>33</b>
1. Increased access to evidence-based programmes for vulnerable/at risk groups	33
1.1 Provision of evidence-based crime and violence prevention programmes	33
1.2 Targeted interventions for 'at risk' groups	33
2. Accessible, effective substance abuse treatment and prevention interventions	33
2.1 An effective social, policy and legal environment to meet the needs of persons suffering with substance addiction (alcohol and drugs)	33
2.2 Early intervention	33
2.3 Effective screening and referral pathways for persons with alcohol and substance abuse	34
2.4 Public awareness and education campaigns implemented on substance abuse treatment and prevention	34
2.5 Effective substance abuse treatment and prevention programmes made universally available and accessible	34
2.6 A public health approach to persons with substance addiction	34
2.7 Protection for children with secondary exposure to illicit substances	34

2.8	Community, non-governmental and private sector partnerships strengthened	35
2.9	Increased participation of civil society and NPO sector in delivery of services to address substance addiction and prevention	35
2.10	Availability and harmful use of alcohol reduced	35
2.11	Criminal justice response to substance abuse reviewed and improved	36
	Information management, data collection, monitoring and evalution strengthened	36



## PILLAR 3: VICTIM SUPPORT

37

<b>3A</b>	<b>A Comprehensive Framework Promoting and Upholding the Rights of Victims of Crime and Violence</b>	37
1.	Strengthened legal and policy framework developed for victim services, care and support	37
2.	Comprehensive services delivered to victims of crime and violence	37
2.1	Delivery of high-quality, comprehensive services for victims of crime and violence	37
3.	Integrated service delivery to victims of crime and violence	38
3.1	Effective, integrated service delivery to victims of crime and violence	38
4.	Barriers faced by vulnerable groups addressed	38
4.1	Strategies developed and implemented to address barriers faced by vulnerable groups	38
5.	Victims' voices heard and considered	38
5.1	The voices of victims are heard throughout the criminal justice process	38
6.	Victim services adequately resourced	38
6.1	Allocation of adequate resources for victim services	38
7.	Active participation by communities in victim support interventions	38
7.1	Active participation of communities in victim support interventions	38



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

39

<b>4A</b>	<b>Access to Comprehensive Crime and Violence Prevention and Safety and Security Services</b>	39
1.	Accessible primary, secondary and tertiary programmes and services	39
2.	Early screening of parents/caregivers and children for risk factors	39
2.1	Early screening of parents/caregivers and children for risk factors	39
3.	Functional and integrated referral pathways	39
3.1	Effective referral systems between sector departments and NPOs	39
4.	Effective interdepartmental and sectoral coordination	39
4.1	Integrated data management and surveillance systems implemented and operationalised across service areas	39
4.2	Functional mechanisms for interdepartmental and intersectoral coordination	39
4.3	Effective coordination mechanisms	39
5.	Integrated service delivery	39
5.1	Integrated service delivery sites	39
6.	Professional and responsive service provision	39
6.1	Equipped and trained state functionaries	39
6.2	Professional and high-quality service	39

	<b>PILLAR 5: SAFETY THROUGH ENVIRONMENTAL DESIGN</b>	<b>40</b>
<b>5A</b>	The Integration of Safety and CPTED (Crime Prevention through Environmental Design) Principles into Rural and Urban Design, Planning, Development and Upgrading	40
1.	A comprehensive and enabling policy and legislative environment for CPTED	40
2.	Implementation of CPTED principles across government and the private sector	40
3.	Targeted economic development for places identified as unsafe	41
4.	Effective implementation of CPTED strategies	41
5.	Effective monitoring of implementation of CPTED at national, provincial and local level in public and private sector	41
6.	Integrated management of environmental planning and design strategies and interventions	41
7.	Application of CPTED in private sector development	41
8.	Increased capacity in the field of CPTED	41
9.	Sustainable and meaningful community participation	41
	<b>PILLAR 6: ACTIVE PUBLIC AND COMMUNITY PARTICIPATION</b>	<b>42</b>
<b>6A</b>	Sustainable Forums for Coordinated and Collaborative Action on Community Safety	42
1.	Strengthened legal, policy and regulatory frameworks for sustainable community forums	42
2.	Sustainable forums for community participation in community safety, crime prevention and violence prevention	42
<b>6B</b>	Public and Community Participation in Development, Planning and Implementation of Crime and Violence Prevention Programmes and Interventions	42
1.	Active public and community participation in crime and violence prevention interventions	42
2.	Government is responsive to community and civil society	43
3.	Integrate community safety, crime prevention and violence prevention outcomes into all community-based initiatives	43
4.	Community safety planning is institutionalised in government	43
<b>6C</b>	Public and Private Partnerships to Support Safety and Crime and Violence Prevention Programmes and Interventions	44
1.	Develop sustainable partnerships with the private and NPO sector	44
<b>14</b>	<b>CRITICAL SUCCESS FACTORS/SYSTEM LEVEL REQUIREMENTS</b>	<b>45</b>
<b>14.1</b>	Strengthen Legislation and Policy for Crime and Violence Prevention	45
14.1.1	Improve policy coherence	45
14.1.2	Strengthen the legal and regulatory framework for crime and violence prevention	46
14.1.3	Integrate the Strategy outcomes into the Medium-Term Strategic Framework (MTSF)	47
14.1.4	Integrate Intergovernmental cooperation to facilitate policy alignment	47
14.1.5	Align monitoring and evaluation systems across Government	47
14.1.6	Strengthen reporting mechanisms	48

<b>14.2 Align Strategies Addressing Crime and Violence Prevention</b>	48
14.2.1 Integrate and mainstream approaches to community safety across government	48
14.2.2 Integrate strategic planning across three spheres of government	48
<b>14.3 Allocate Sufficient Budgets and Resources to Community Safety, Crime Prevention and Violence Prevention</b>	49
14.3.1 Budget and resource allocation	49
<b>14.4 Implementation and Coordination Mechanisms are Properly Resourced</b>	49
14.4.1 Strengthen capacity of the department responsible for planning, monitoring and evaluation	49
14.4.2 Establish and resource a National Centre for Community Safety, Crime and Violence Prevention	50
14.4.3 Provide capacity in the Office of the Premier to drive implementation of the Strategy in provinces	50
14.4.4 Provide capacity in the Municipal Manager's Office to drive implementation of the strategy in municipalities	51
14.4.5 NSP GBVF Coordination mechanism	51
14.4.6 Intergovernmental Cooperation Systems Promote Coordination of Crime and Violence Prevention	51
<b>14.5 Strengthening of Intergovernmental Cooperation Systems</b>	52
14.5.1 Integrated focus on community safety into the work of IGR forums and strengthening of forums	52
<b>14.6 Evidence-Based Planning and Implementation</b>	54
14.6.1 Strategic planning is knowledge based	54
14.6.2 Strategies, interventions and programmes are evidence based	54
14.6.3 Reliable, inter-sectoral, disaggregated data is accessible and informs planning	55
<b>14.7 Programmes and Interventions must be Responsive, Accessible and of High Quality, and must Promote Integrated Service Delivery</b>	56
14.7.1 Programmes and interventions must be accessible	56
14.7.2 Programmes and services must be equitably distributed and based on evidence	56
14.7.3 Programmes and services must be developmental	56
14.7.4 Programmes and services must be of high quality	56
14.7.5 Programme service delivery must be integrated (interdepartmental and intersectoral)	56
<b>14.8 Active Public and Community Participation</b>	57
14.8.1 Institutionalisation of community participation	57

## **15 ROLES AND RESPONSIBILITIES**

<b>15.1 National Government</b>	58
<b>15.2 Provincial Government</b>	59
<b>15.3 Local Government</b>	60

<b>16</b>	<b>LEADERSHIP AND COORDINATION</b>	<b>61</b>
<b>16.1</b>	The Presidency	61
<b>16.2</b>	The Department Responsible for Planning, Monitoring and Evaluation	61
<b>16.3</b>	Department of Cooperative Governance	62
<b>16.4</b>	Civilian Secretariat for Police Service (CSPS)	62
<b>16.5</b>	Justice, Crime Prevention and Security Cluster	63
<b>16.6</b>	Provinces	63
16.6.1	The Office of the Premier	63
16.6.2	Line function provincial government departments	64
16.6.3	Provincial departments responsible for local government	64
16.6.4	Provincial Secretariats for Police Service	65
<b>16.7</b>	Local Government	65
<b>16.8</b>	Traditional and Khoi-san Leaders	66
<b>17</b>	<b>MONITORING AND EVALUATION</b>	<b>66</b>
<b>18</b>	<b>REVIEW OF STRATEGY</b>	<b>67</b>
<b>ANNEXURE A</b>	<b>LEGISLATIVE &amp; REGULATORY FRAMEWORK</b>	<b>68</b>
<b>ANNEXURE B</b>	<b>STRATEGIC LINKS</b>	<b>70</b>
	<b>ENDNOTES</b>	<b>71</b>



# 1 FOREWORD

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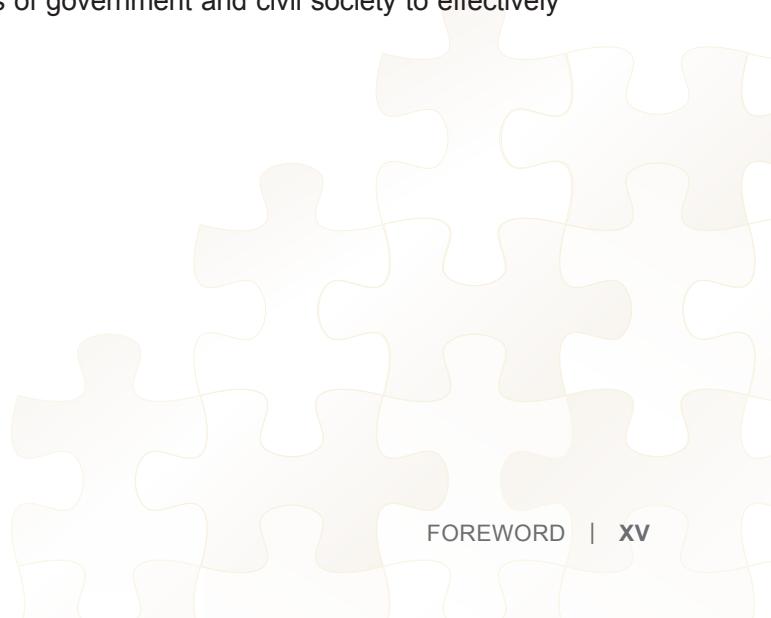
Crime and violence continues to be amongst the most serious and intractable impediments to development in South Africa and the global community. These impediments are the result of a multiplicity of factors related to the socio-economic challenges experienced by the country, which are characterised by extreme inequality and poverty, spatial segregation and high levels of unemployment. It is acknowledged that there cannot be sustainable socio-economic development in the midst of high crime levels, and that effective measures are needed to address the underlying factors that gives rise to the commission of crime and violence.

Chapter 12 of the National Development Plan 2030 (NDP) puts a responsibility on government to develop and implement measures towards building safer communities. The 2016 White Paper on Safety and Security (WPSS) amplified this responsibility by giving a policy framework for collaboration of efforts by a variety of stakeholders in both the public and private sector to prevent crime and violence. This Integrated Crime and Violence Prevention Strategy (ICVPS) sets out a comprehensive collaborative framework/mechanism for a whole of government and whole of society approach to crime and violence prevention in the country. The ICVPS rests on six (6) pillars, namely:

1. An effective Criminal Justice System;
2. Early intervention;
3. Victim support;
4. Effective and integrated service delivery for safety, security and violence;
5. Safety through environmental design; and
6. Active public and community participation.

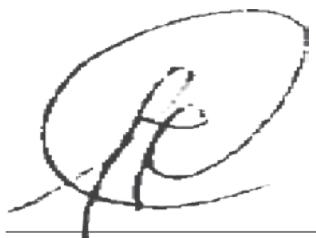
The ICVPS recognises that socio-economic contributors to the risks associated with crime and violence go far beyond the scope of the mandate of the South African Police Service (SAPS), and includes a multiplicity of risk factors, which must be addressed collaboratively by all stakeholders. Furthermore, the ICVPS aims to promote the implementation in an integrated, developmental, collaborative, knowledge and evidence-based approach to the prevention of crime and violence in South Africa. Therefore, the commitment of all our stakeholders, including communities, civil society organisations, traditional leaders, business community, and public institutions in all spheres of government is needed to effectively implement the ICVPS.

The District Development Model (DDM) spearheaded by the Department of Cooperative Governance (DCoG) remains crucial for the effective implementation of the ICVPS. This is to ensure an integrated, multisectoral and coordinated approach to implementation across the three spheres of government. The ICVPS emphasises the importance of integrating planning and budgeting, and mobilising capacity and resources of government and civil society to effectively prevent crime and violence.



The ICVPS substitutes the National Crime Prevention Strategy, 1996 (NCPS), and requires the commitment of all role players to implement programmes, projects and interventions to prevent crime and violence. The realisation of the socio-economic development agenda of the country is heavily depended on building safer environment to attract investment and ensure sustainable economic growth.

I would like to thank all our partners in the public and private sector who have embraced this collaborative approach and worked tirelessly to ensure the development of the ICVPS that will indeed see us realise the ideals, intent and vision encapsulated in the NDP regarding the creation of safer communities. I encourage all our partners to continue assisting government to step up efforts in addressing crime and violence, and building a South Africa where all people are and feel safe.



**GENERAL BH CELE, MP**  
MINISTER OF POLICE  
Date: 06/03/2022

Crime is a social phenomenon which has negative implications on the lives of citizens and hinders socio-economic development. People living in communities characterised by high crimes and violence and who lack of services, with little or poor access to water and sanitation, childcare and health facilities, educational and employment opportunities, or who are marginalised or excluded, are most vulnerable to falling victims to crime and violence, and most at risk of engaging in crimes.<sup>14</sup> To address this the National Development Plan (NDP) sets out a vision for safer communities, recognising the need to address the drivers of crime and violence, and acknowledging that crime and violence prevention are not solely the responsibility of the South African Police Service (SAPS).

The policy position South African government on dealing with crime was located in the National Crime Prevention Strategy, 1996, (NCPS) and the White Paper on Safety and Security, 1998 (WPSS). Rising crime levels at the time highlighted the need for an urgent and holistic approach to addressing the underlying causes of crime, as well as moving towards a more proactive and participative approach involving communities.

The NCPS was primarily a long-term strategy aimed at creating conditions in which the opportunities and motivation for crime could be reduced. It further sought to transform the capacity and capability of the Criminal Justice System (CJS) to deal with crime.<sup>15</sup> While some projects of the NCPS such as the Border Control Coordinating Committee and the Integrated Justice System were realised, most projects were never fully implemented due to various factors; key among these were the result of departments not acknowledging their role in the NCPS and not resourcing programmes on safety.

By 2000, with the rising crime levels, the SAPS began adopting a tougher stance to policing and introduced the National Crime Combatting Strategy (NCCS); a hard-core policing approach of stabilising and normalising crime. This approach signalled the end of the developmental crime prevention approach of the NCPS. With the NCCS, arrest rates increased and the prison population expanded.

Despite the NCCS approach, the levels of crime and violence remained unsustainably high. Social and economic factors such as inequality, poverty, unemployment, alcohol/substance and drug abuse, necessitated the need for a developmental approach for the country. The review of the National Crime Prevention Strategy, 1996, (NCPS) and the White Paper on Safety and Security, 1998, resulted in the development of the 2016 White Paper on Safety and Security (WPSS). This review process recognised and maintained the value of an integrated and developmental approach to safety and crime prevention.

The 2016 WPSS gives expression to the proposals of the NDP by setting out an overarching policy for an integrated approach to prevent crime and violence. The ICVPS serves as the implementation mechanism for the 2016 WPSS by ensuring that the basics are in place in every aspect of a person's life in order to circumvent the possibility of the occurrence of crime and violence in South Africa.

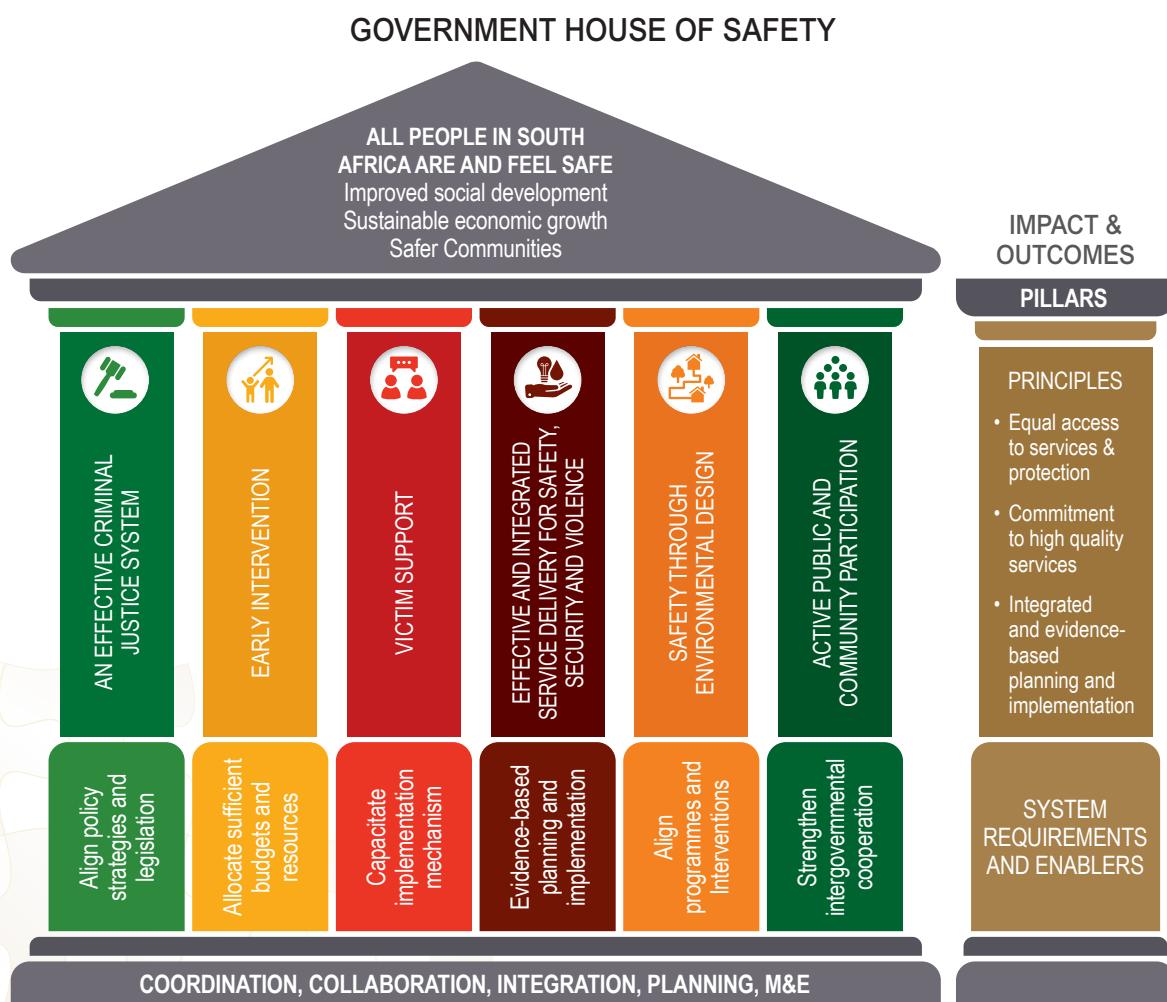
The ICVPS provides a comprehensive approach and mechanism for the implementation of an integrated response to the prevention of crime and violence, which is a necessary precondition for increasing people's feelings of safety and building safer communities, for sustainable economic growth and improved social development.

This integrated approach acknowledges the need for complimentary interventions to address a multiplicity of socio-economic factors that contributes towards crime and violence by addressing poverty, inequality, unemployment and improving social welfare, health and education. The impact of the risk factors to crime and violence on a person's life including the individual, community, structural, environmental, cultural and social dimensions hampers human and economic development.

This ICVPS provides clear deliverables, key actions and performance indicator guidelines for departments towards ensuring implementation. The ICVPS further outlines institutional arrangements and system enablers necessary for the operationalisation of the objectives contained in the ICVPS, and must be read in conjunction with the 2016 WPSS.

## 2.1 Government House of Safety

The ICVPS proposes sustainable mechanisms for an integrated 'whole of government' and 'whole of society' approach to the prevention of crime and violence. Roles and responsibilities for specific government departments and institutions provide clear guidance from where to expand sector or departmental specific projects and interventions. The figure below provides an overview of the 'Government House of Safety' which seeks to implement Governments outcome that "*All people in South Africa are and feel safe*". This can be achieved through improved social development, sustained economic growth and safer communities.



The ICVPS adopts an integrated approach, dependent on vertical and horizontal coordination and collaboration of the three spheres of government, and rests on six (6) critical pillars<sup>16</sup>. The pillars are informed by the principles of equal access to services and protection, commitment to high quality services, and evidence-based planning and implementation. The pillars build on the approach of the ICVPS, which recognises that crime and violence result from a combination of factors and the need for interventions that address these factors.

The system level requirements and enablers are the foundation of the ICVPS that provide firm grounding for effective implementation of the ICVPS. At the core of the enablers is the alignment of all government policy, strategies and legislation, as well as programmes and interventions, and the allocation of proper capacity, budget and other resources, informed by evidence-based planning and implementation, supported by strengthened intergovernmental cooperation. It is important that all role players address these enablers to ensure effective implementation of the ICVPS.

Clear interventions with well-defined deliverables and performance indicators for national and provincial departments, including local government, civil society and the business community have been developed.

## 2.2 Leadership

The ICVPS places the Presidency as the highest level of political leadership, support and the authority to drive implementation at the national level. The rationale for placing the Presidency at the apex is due to its overall oversight role over the whole of government through the Presidential Coordination Council.

The Offices of Premier (OTP) are strategically positioned to coordinate implementation of safety interventions at provincial level, by ensuring the inclusion and prioritisation of safety priorities in provincial safety plans, through proper planning, monitoring and evaluation systems.

The pursuit for safer communities requires the active participation of the Justice, Crime Prevention and Security (JCPS) Cluster. The JCPS Cluster must take the lead to drive interventions directed at prevention of crime and violence, and assist the other clusters to strengthen coordination and streamlining of relevant departmental activities. The JCPS cluster must further ensure the integration of crime and violence prevention outcomes in the MTSF to ensure implementation of the safety interventions.

## 2.3 Planning and Resourcing

The ICVPS emphasises the importance of integrating planning and budgeting, mobilising capacity and resources of government and business entities, and civil society. The ICVPS adopts a hybrid-planning model, which includes deliverables, actions and performance indicators for departments and stakeholders to incorporate into their Strategic Plans and Annual Performance Plans, including Integrated Development Plans for local government. High-level indicators must be included in the Medium Term Strategic Framework to ensure implementation of the ICVPS and high-level accountability in respect of the ICVPS.

At a local level, municipalities must ensure the availability of adequate capacity and resources to drive implementation of the ICVPS to ensure community safety. This will require municipalities to partner with communities for the successful implementation of the ICVPS. Local businesses and the private sector are required to play a role in the development of safer communities, for community growth and socio-economic development.

The Department of Cooperative Governance District Development Model has been identified as the ideal implementation mechanism for the ICVPS, due to the integrated, multisectoral and coordinated developmental approach to implementation across the three spheres of government.

The approach to funding the implementation of the ICVPS must follow the current budget reprioritisation approach of government from current departmental budget allocations. Departments and institutions, including local government, are expected to conduct budget expenditure analyses to determine areas for budget savings, particularly from programmes proving to be ineffectual, and to redirect funds towards the implementation of safety programmes. Local government must further make requests for unconditional grants to fund crime and violence prevention programmes. Funding proposals for safety interventions can further be sourced from the Criminal Asset Recovery Account (CARA).

## 2.4 Monitoring, Evaluation and Reporting

The ICVPS sets out a process to align the monitoring and evaluation systems and reporting frameworks across government, by institutionalising responsibilities for all departments across the spheres of government. The DPME is to play a lead role in high-level monitoring, evaluation and reporting for the ICVPS. This includes the development of a Monitoring and Evaluation Framework to institutionalise the ICVPS into the MTSF.

## 2.5 Conclusion

The need to ensure safety is the right and responsibility of every person. The ICVPS provides the “silver bullet” to assist government in delivering on the presidential priority of reducing violent crime by half by 2030. The effective implementation of the ICVPS will ensure the country navigates its way to achieving the vision of halving crime by 2030.

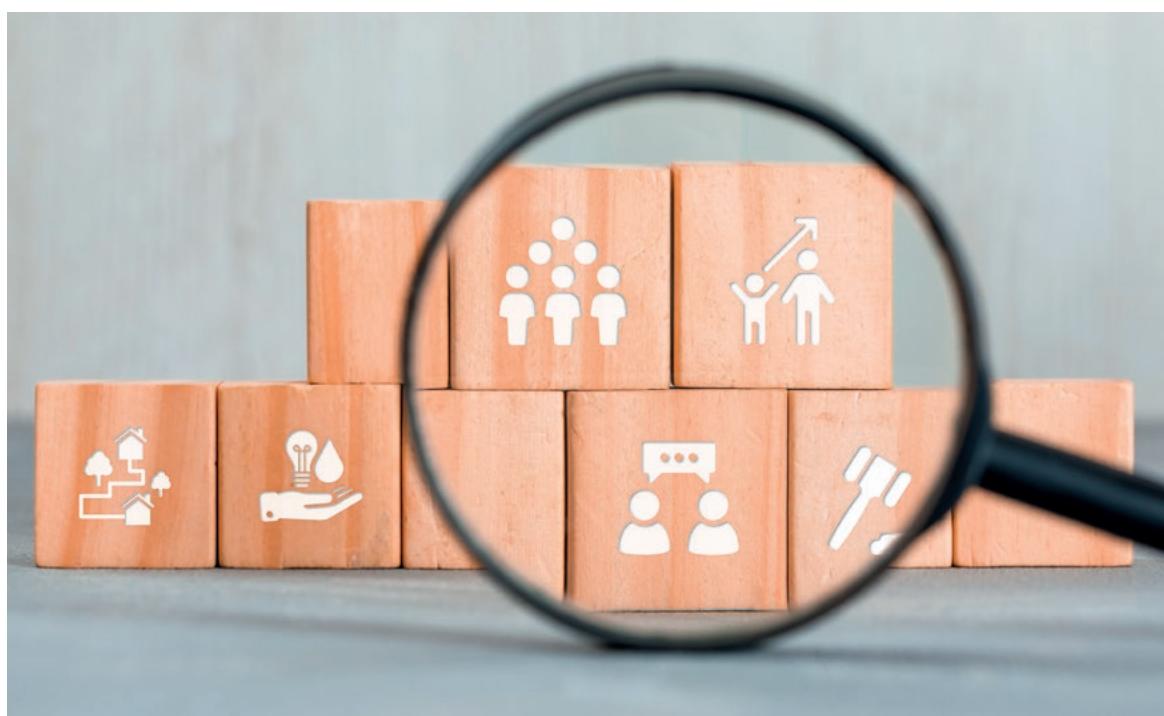
## 3 INTRODUCTION

Crime is a social phenomenon which has negative implications on the lives of citizens and hinders socio-economic development. People living in communities characterised by high crimes and violence and lack of services, with little or poor access to water and sanitation, childcare and health facilities, educational and employment opportunities, or who are marginalised or excluded, are most vulnerable to falling victims to crime and violence, and most at risk of engaging in crimes.<sup>17</sup>

The National Development Plan (NDP) notes that safety and security are 'directly related to socioeconomic development and equality', and requires an environment 'conducive to employment creation, improved educational and health outcomes, and strengthened social cohesion'.<sup>18</sup> The NDP sets out a vision for safer communities, recognising the need to address the drivers of crime and violence; acknowledging that crime and violence prevention are not the sole responsibility of the South African Police Service (SAPS).<sup>19</sup>

The White Paper on Safety and Security adopted by Cabinet in 2016 (WPSS) gives expression to the proposals of the NDP by setting out an overarching framework for an integrated developmental approach to preventing crime and violence.

This Integrated Crime and Violence Prevention Strategy (ICVPS) serves as the implementation mechanism for the 2016 WPSS, setting out a clear plan of action for an integrated '*all of society and all of government*' approach to crime and violence prevention. It provides clear deliverables, key actions and performance indicators guidelines for departments towards ensuring implementation. The ICVPS further outlines institutional arrangements and system enablers necessary for the operationalisation of the objectives contained in the ICVPS. This ICVPS must be read in conjunction with the 2016 WPSS.



## 4 BACKGROUND

The South African government's policy position on dealing with crime was located in the National Crime Prevention Strategy, 1996, (NCPS) and the White Paper on Safety and Security, 1998 (WPSS). Rising crime levels at the time highlighted the need for an urgent and holistic approach to addressing the underlying causes of crime, as well as moving towards a more proactive and participative approach involving communities.

The NCPS was primarily a long-term strategy aimed at creating conditions in which the opportunities and motivation for crime could be reduced. It further sought to transform the capacity and capability of the Criminal Justice System (CJS) to deal with crime.<sup>20</sup> The NCPS was premised on four pillars:<sup>21</sup>

**PILLAR 1:** Making the criminal justice system more efficient and effective to provide a sure and clear deterrent for criminals and reduce the risks of re-offending.

**PILLAR 2:** Reducing Crime through Environmental Design by focusing on designing systems to reduce the opportunity for crime and increase the ease of detection and identification of criminals.

**PILLAR 3:** Public Values and Education, focusing on changing the way communities react to crime and violence. It involved programmes which utilise public education and information in facilitating meaningful citizen participation in crime prevention.

**PILLAR 4:** Trans-national crime programmes, aimed at improving the controls over cross border traffic related crimes and reducing international criminal syndicates.

While some projects of the NCPS such as the Border Control Coordinating Committee and the Integrated Justice System were realised, most projects were never fully implemented due to various factors; key among these were the result of departments not taking ownership and resourcing programmes on safety.

By 2000, with the rising crime levels, the SAPS began adopting a tougher stance to policing and introduced the National Crime Combatting Strategy (NCCS); a hard-core policing approach of stabilising and normalising crime. This approach signalled the end of the developmental crime prevention approach of the NCPS. With the NCCS, arrest rates increased and the prison population expanded.

Despite the NCCS approach, the levels of crime and violence remained unsustainably high. Social and economic factors such as inequality, poverty, unemployment, alcohol and drug abuse, necessitated the need for a developmental approach for the country. This need culminated in reviewing the proposals contained in the NCPS, the 1998 WPSS, and other related interventions.

The review process resulted in the approval by Cabinet of two distinct policy documents; the 2016 White Paper on Safety and Security (2016 WPSS), which sets out an overarching framework for an integrated approach to the prevention of crime and violence, and the 2016 White Paper on Policing (2016 WPP), which provides a comprehensive focus on the police and policing.

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.<sup>22</sup> The direct costs of crime are exponential and include expenditure on policing, prosecution, the judicial and the correctional systems, health and social services, and the private security industry. 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, as well as a parallel illicit economy which impacts on the fiscus and the ability of government to deliver services. The social costs include the erosion of social capital, inter-generational transmission of violent behaviour, lower quality of life, and poor educational and skills outcomes.

The crime rates in South Africa remain very high with an average of 20 000 murders per year and 160 000 cases of assault GBH per year. While the statistics for the years 2020/21 show a decrease in most violent crimes compared to 2018/2019 and 2019/20 financial years as demonstrated in Table 1 below,<sup>23</sup> the decline can be attributed to the COVID-19 lockdown which prohibited inter-personal contact to a large extent.

TABLE 1: Number of reported contact crimes between 2018/2019 and 2020/2021 financial years<sup>24</sup>

CRIME TYPE	2018/2019	2019/2020	2020/2021	CASE DIFFERENCE	% CHANGE
Murder	21 022	21 325	19 972	(1 353)	-6.3%
Attempted Murder	18 980	18 635	18 707	72	0.4%
Assault GBH	170 979	166 720	143 393	(23 327)	-14%
Sexual Offences	52 420	53 293	46 214	(7 079)	-13.3%
Rape*	41 583	42 289	36 330	(5 959)	-14.1%
Sexual Assault*	7 437	7 749	7 025	(724)	-9.3%

Source: SAPS Crime Statistics: 2020/2021

\*Rape and Sexual Assault are crime type under Sexual Offences. Therefore, the recorded number of Sexual Offences are inclusive of Rape and Sexual Assault.

Declining trends in the crimes can also be attributed to a decline in the reporting of crimes for various reasons – a lack of trust in the criminal justice system, for example. The 2020/2021 Victims of Crimes Survey shows that with the exception of murder, many other crime types were not reported to the SAPS. For example, the survey results revealed that only 63% of hijackings, 51% of assaults, 56% of housebreaking/burglary and 56% of home robberies were reported to the SAPS.<sup>25</sup>

Studies have demonstrated strong links between the absence of social cohesion and heightened levels of interpersonal violence in communities. According to the 2020/21 Victims of Crime Survey, individuals who felt safe walking alone at night decreased from 41,9% in 2019/20 to 39,7% in 2020/21; females forming a larger proportion who felt unsafe walking alone at night in their neighbourhoods.

Alcohol consumption, drugs and substance abuse form a large part of the factors contributing to crimes and violence. Studies show that more than 80% of all persons, irrespective of their sex, said addictions and substance and alcohol abuse are the cause of violence against women and children.<sup>26</sup> Another study showed that 51% of South African women admitted to having

experienced gender-based violence with 76% of men admitting they perpetrated gender-based violence.<sup>27</sup> The killing of women is five times higher in South Africa than the global average – with South Africa having the fourth-highest female interpersonal death rate out of the 183 countries listed by the World Health Organization.<sup>28</sup>

Violence against children has significant long-term effects. Evidence suggests child maltreatment leads to a cycle of violence, with children exposed to violence at a young age more likely to perpetrate or be victims to violence in later life.<sup>29</sup> A study found that one in five (20%) children have experienced sexual abuse in their lifetime and 8% percent reported some form of neglect at some point in their lives.<sup>30</sup>

A World Health Organisation report on violence prevention states that around one in every two homicides are committed with a firearm, with firearm homicides accounting for 33% of all homicides in South Africa.<sup>31</sup> This report draws strong links between the ease of access to firearms as well as excessive alcohol use and multiple types of violence.<sup>32</sup>

Persons with disabilities and older persons are at a higher risk of experiencing violence, often because their physical and mental condition limits their personal autonomy and makes it difficult for them to defend themselves against harm or communicate incidents of violence or abuse. LGBTIQ+ people are particularly prone to discrimination, persecution and violence due to harmful socially constructed norms on masculinity and femininity, and discriminatory religious and cultural beliefs about gender and sexual orientation.

All of the above factors are rooted in socio-economic conditions and the best most efficient way of to address the crime and violence problem is through a developmental preventative approach, in an integrated and coordinated manner, involving the whole of government and the whole of society. Programmes and interventions must address both risk and protection factors at different stages of a person's life, be context appropriate, and address vulnerable and at-risk groups.

Crime and violence prevention is a key component in efforts to achieve sustainable economic growth and human development.

## 6 FOCUS OF THE ICVPS

The focus of the ICVPS is on crime and violence prevention. The ICVPS acknowledges the interdependent relationship between interventions addressing socio-economic factors by addressing poverty, inequality, unemployment and improving social welfare, health and education; the building of an effective state; state security and policing (addressed in other policy instruments) as essential components of the comprehensive response to building safer communities.

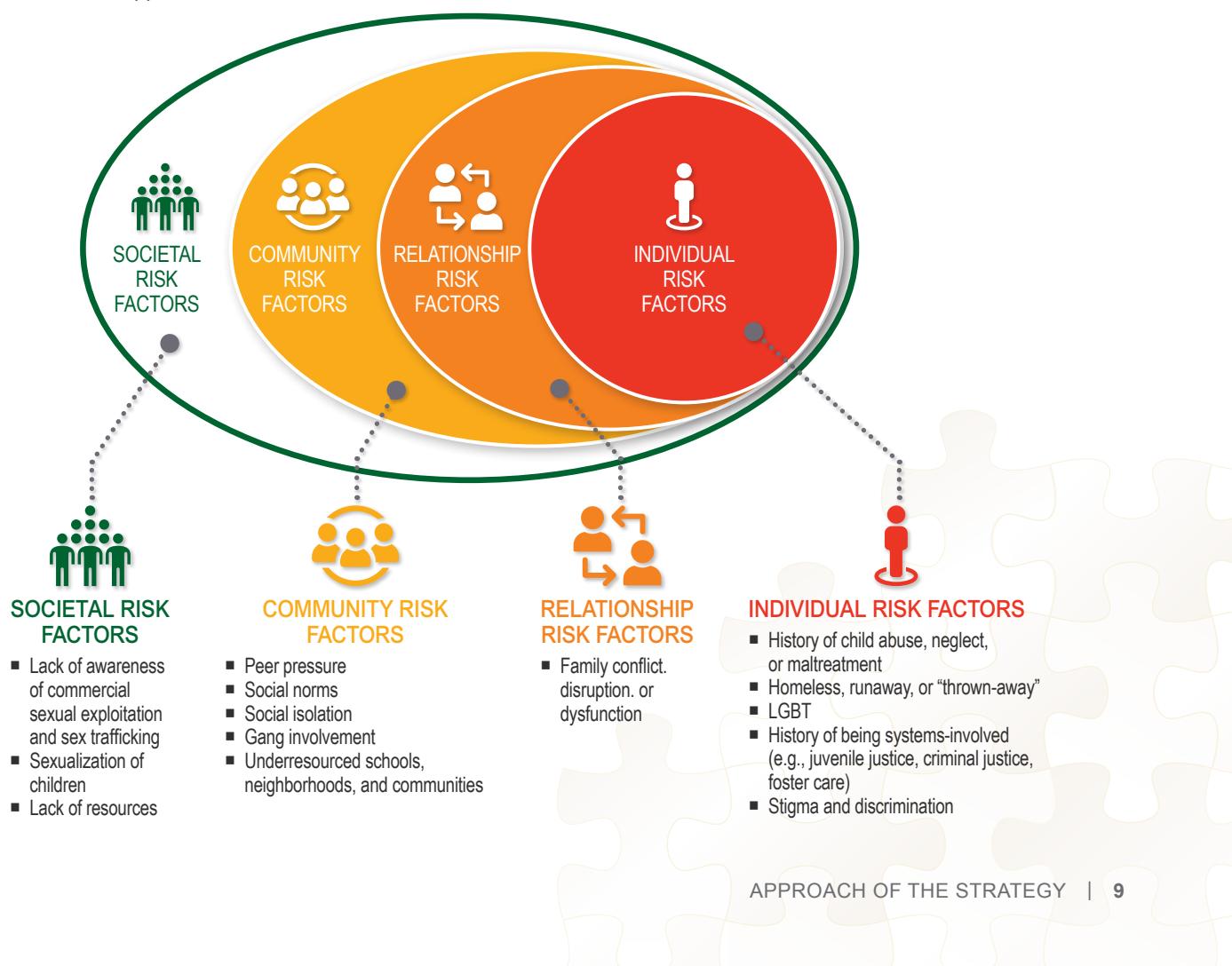
Direct responses from the criminal justice system and broader security apparatus are necessary to deal with crime and state security. This includes global threats of terrorism, transnational organised crime, as well as cyber-crime, and forms part of the Government's state and security agenda as well as its policing strategies. However, reactive policing approaches to crime are only partially effective in the prevention of crime and violence. An over-reliance on criminal justice approaches risks the prioritisation of repressive and punitive responses to crime that limit the ability to achieve longer term results. The reactive nature of the criminal justice system needs to be complemented by long-term proactive developmental strategies (e.g. ICVPS) to suppress potential risk factors to the commission of violence and crime towards increasing levels of safety in communities.

The Strategy advocates for an integrated and developmental approach, with evidence-based planning and implementation. The Strategy is informed by a developmental life course approach which builds on the socio-ecological model espoused by the World Health Organisation (WHO). 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 as shown in figure one below. 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 ICVPS further advocates for a collective and collaborative approach between state and non-state actors in promoting safety. Aligned with the District Development Model, the ICVPS reinforces the need for an integrated multi-sectoral and coordinated approach across the three spheres of government and other state entities that responds to the multi-factor development challenges faced by communities. The ICVPS emphasises the importance of integrating planning and budgeting, mobilising capacity and resources of government and non-government entities, and civil society.<sup>33</sup>

FIGURE 1: Approach of the ICVPS



The ICVPS is underpinned by the following principles:



Equality of access, protection and service



Commitment to high-quality services



Integrated planning and implementation



Evidence-based planning and implementation

The strategic intent of the ICVPS is to ensure that the basics are in place in every aspect of a person's life in order to circumvent the possibility of the occurrence of crime and violence. The ICVPS provides a coordinated and integrated plan to prevent crime and violence in South Africa. The ICVPS complements other interventions that respond to crime and violence, such as victim support, access to justice, improvements to policing and strengthening of the criminal justice system.

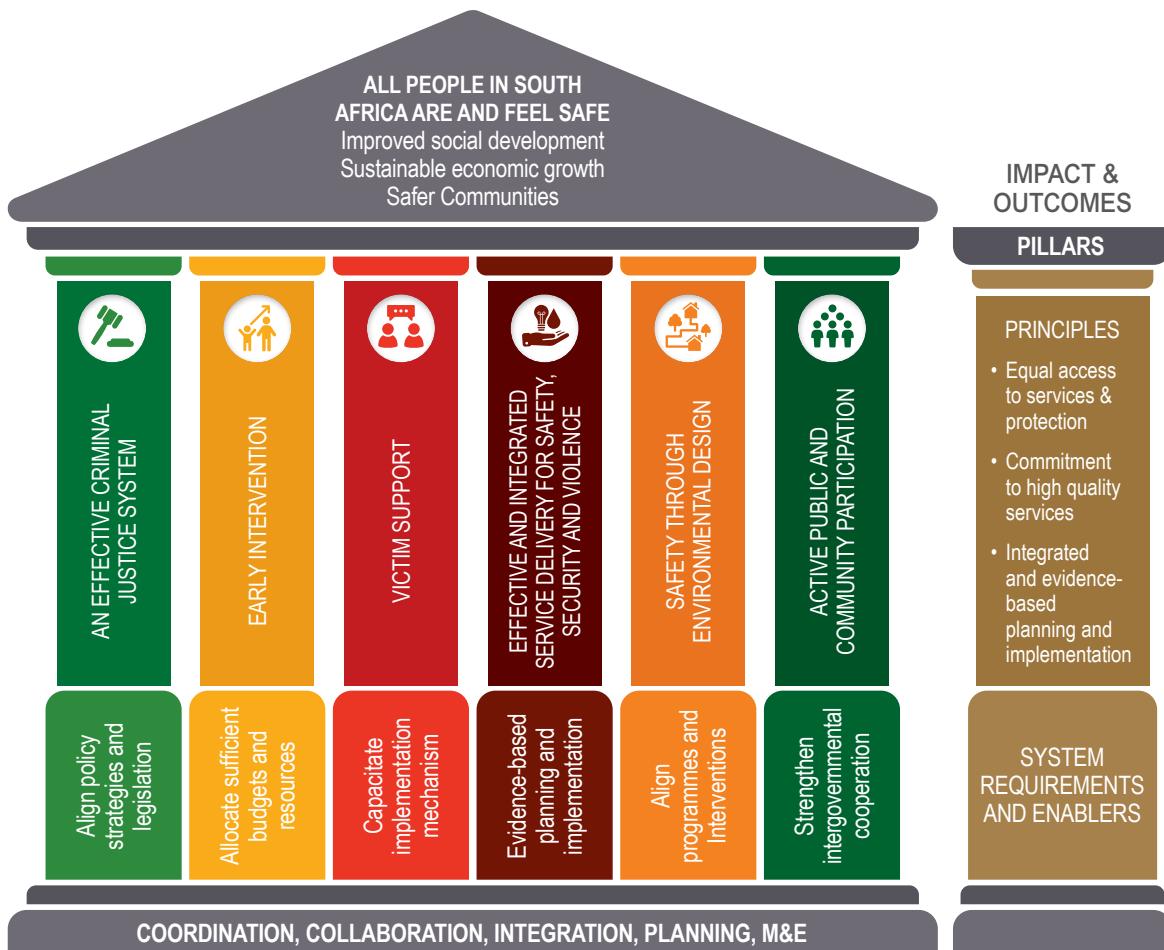
The ICVPS advocates a collective and collaborative relationship between state and non-state actors in promoting safety. The ICVPS addresses all relevant stakeholders within all the spheres of government, community, civil society and private sector. The scope and application of the ICVPS is informed by constitutional and legal prerequisites applicable to intergovernmental relations, and the competencies and mandates of state institutions.

The ICVPS is recognised as the 'Government House of Safety' (see Figure 1 below), which seeks to effectively implement Government's outcome that "*All people in South Africa are and feel safe*". This can be achieved through improved social development, sustained economic growth and safer communities.

The ICVPS proposes sustainable mechanisms for an integrated 'whole of government' and 'whole of society' approach to the prevention of crime and violence. Roles and responsibilities for specific government departments and institutions provide clear guidance from where to expand sector or departmental specific projects and interventions.

Figure 2 below provides an overview of the 'House of Safety' which seeks to implement Government's outcome that "*All people in South Africa are and feel safe*". This can be achieved through improved social development, sustained economic growth and safer communities.

FIGURE 2: Government House of Safety



The ICVPS adopts an integrated approach, dependent on vertical and horizontal coordination and collaboration of the three spheres of government, and rests on six (6) critical pillars<sup>34</sup>. The pillars are informed by the principles of equal access to services and protection, commitment to high quality services, and evidence-based planning and implementation. The pillars build on the approach of the ICVPS, which recognises that crime and violence result from a combination of factors and the need for interventions that address these factors.

The system level requirements and enablers are the foundation of the ICVPS that provide firm grounding for effective implementation of the ICVPS. At the core of the enablers is the alignment of all government policy, strategies and legislation, as well as programmes and interventions, and the allocation of proper capacity, budget and other resources, informed by evidence-based planning and implementation, supported by strengthened intergovernmental cooperation.

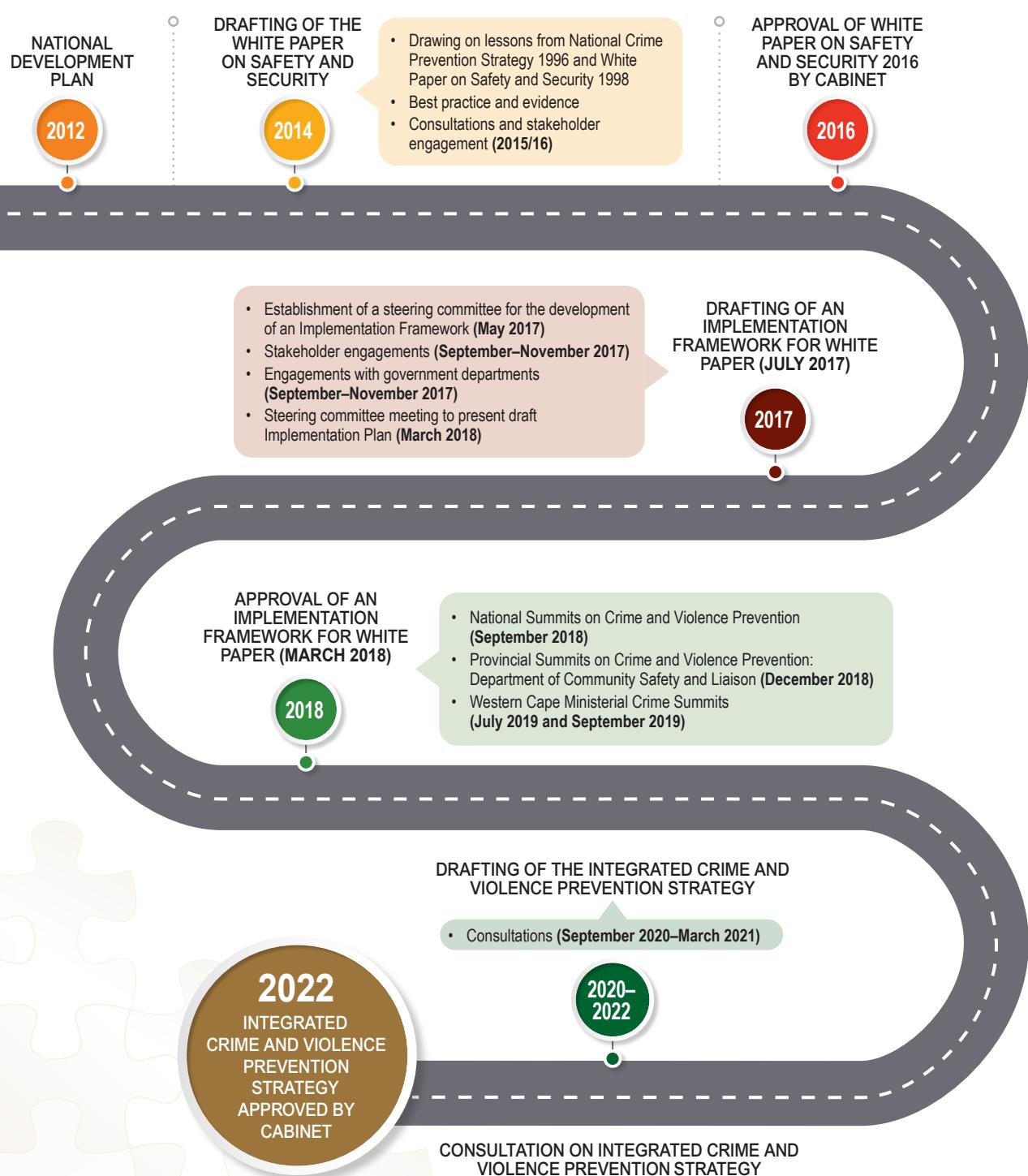
## 10

## POLICY AND REGULATORY FRAMEWORK

A range of legal and policy instruments were consulted which address issues of safety, and crime and violence prevention. The policy and regulatory framework that informs the ICVPS can be found in various policies, legislations, regulations and strategies (see Annexure A and B). Locating these initiatives in an overarching, comprehensive strategy for safety, crime and violence prevention, provides for greater synergy, alignment, cooperation and integration of planning and service delivery.

The process to the finalisation of the ICVPS commenced with a need to address crime and violence through a review of the NCPS and the 1998 WPSS. The introduction of the NDP in 2012 provided the appropriate direction for the review process which culminated in the 2016 WPSS as adopted by Cabinet, and the subsequent Implementation Framework in 2018. The process to develop the ICVPS commenced thereafter. All of these processes have undergone extensive consultations and inclusive engagements with relevant stakeholders (See Annexure C for the list of stakeholders for the ICVPS). Cabinet approved the ICVPS on 16 March 2022.

**FIGURE 3:** Roadmap building up to the development of the Integrated Crime and Violence Prevention Strategy



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

- a) Political will by the executive authority to lead and drive implementation and accountability.
- b) Senior leadership to drive at both the political and the administrative level across government.
- c) Willingness to work together in an integrated manner at both the political and the institutional level.
- d) Funding and other resource allocations, including human capacity and budgets for effective implementation. The following processes should be followed to address the issues given current fiscal constraints:
  - i. A review of current resource allocation on crime and violence prevention across all spheres of government to understand the current spend, and identify areas of overlap and duplication, and facilitate improved coordination;
  - ii. An audit/review of programmes that are not evidence-based and not achieving the desired outcomes and a reallocation of these funds;
  - iii. The investigation of other sources of funding in order to address financing gaps;
  - iv. A request for funding by Members of Executive Council (MECs) and Heads of Department (HODs) for safety programmes and interventions through the provincial Technical Committee on Finance
  - v. The prioritisation of funding for crime and violence prevention measures within local government;
  - vi. An investigation into the efficacy of an unconditional grant to local government in terms of an equitable share for crime and violence prevention with clear criteria linked to the ICVPS17; and
  - vii. The development and inclusion of key performance indicators into the Strategic Plans and Annual Performance Plans of all relevant national and provincial departments, and Integrated Development Plans of local governments.
- e) Effective alignment of interventions addressing underlying macro-structural factors that contribute to the risk factors, drive crime and violence with interventions in the ICVPS.<sup>35</sup>

The Strategy recognises the the centrality of crime and violence prevention and rests on the following six pillars:<sup>36</sup>



#### 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. Comprehensive and integrated delivery of early interventions to reduce the propensity of crime and violence
- B. A healthy start for infants and children, including the first 1000 days of life, preschool and school children, and their parents, caregivers and guardians
- C. A safe and supportive home, school and community environment for children and youth
- D. Context-appropriate child and youth resilience programmes
- E. Substance abuse treatment and prevention
- F. 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
- C. Integrated service delivery to victims of crime and violence
- D. Barriers faced by vulnerable groups addressed
- E. Victims' voices heard and considered
- F. Victim services adequately resourced
- G. Active participation by communities in victim support interventions



#### 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. Early screening of parents/caregivers and children for risk factors
- C. Functional and integrated referral pathways
- D. Effective interdepartmental and sectoral coordination
- E. Integrated service delivery
- F. Professional and responsive service provision



#### PILLAR 5: SAFETY THROUGH ENVIRONMENTAL DESIGN

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



#### 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

## 1A

### AN EFFICIENT, RESPONSIVE AND PROFESSIONAL CRIMINAL JUSTICE SYSTEM

DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
1. An integrated justice system	<ul style="list-style-type: none"> <li>■ Strengthen monitoring and evaluation of the integrated justice system.</li> <li>■ Revise performance indicators and align to the Strategy and NSP.</li> </ul>	<ul style="list-style-type: none"> <li>■ Assessment report implemented by target dates</li> <li>■ Revised IJS programme performance indicators aligned to the Strategy and NSP-GBVF</li> </ul>	DOJ&CD JCPS cluster
2. An efficient criminal justice system	<ul style="list-style-type: none"> <li>■ Expedite the implementation of the Criminal Justice System Improvement Plan.</li> <li>■ Strengthen monitoring and evaluation of the CJS strategy.</li> <li>■ Revise performance indicators and align to the Strategy and NSP.</li> <li>■ Review performance indicators that hinder reporting crimes and prosecutions.</li> <li>■ Develop an integrated performance management system for the JCPS Cluster to address the disparities in the performance measures of the SAPS and NPA.</li> <li>■ Improve the parole system.</li> <li>■ Strengthen traditional councils to effectively mediate community disputes and lead on local development programmes.</li> <li>■ Expedite the vetting of all the officials in the CJS and other government institutions.</li> </ul>	<ul style="list-style-type: none"> <li>■ NDP recommendations on CJS implemented.</li> <li>■ CJS department's performance indicators aligned with ICVPS, NSP GBVF, and policies addressing violence against children, and other vulnerable groups.</li> <li>■ Refined performance indicators.</li> <li>■ Integrated JCPS performance management system developed and implemented.</li> <li>■ Development and implementation of a multisectoral strategy for parolees that addresses: <ul style="list-style-type: none"> <li>■ Effective reintegration;</li> <li>■ Provision of socio-economic support and aftercare;</li> <li>■ Improved engagement and consultation with communities (traditional leaders, ward committees, municipalities etc.);</li> <li>■ Increase in community-based programmes in partnerships; and</li> <li>■ Effective monitoring of parolees.</li> </ul> </li> </ul>	DOJ&CD JCPS cluster DWYPD
3. An efficient, responsive and professional policing service	<ul style="list-style-type: none"> <li>■ Implement the recommendations of the 2016 White Paper on Policing. <ul style="list-style-type: none"> <li>■ Professionalise the police service by enhancing the qualities in police officers, improving policing skills and training, and modernise policing approaches and enhance specialist and communication capabilities.</li> <li>■ Align implementation of the White Paper on Policing to the ICVPS, NSP GBVF and other policies addressing crime and violence against women, children and vulnerable groups.</li> <li>■ Implement the recommendations of the NDP on policing:</li> <li>■ Establish a National Police Board, with multi-disciplinary and multi-sectoral expertise to set standards for recruiting, selecting, appointment and promoting police officials and officers.</li> <li>■ Develop a professional police code of ethics.</li> <li>■ Link Police Code of Ethics, Code Conduct, Code of Professionalisms, Performance Appraisal System and Disciplinary Regulations.</li> <li>■ Introduce competency assessments for all police officers.</li> <li>■ Implement a two-stream system of recruitment.</li> <li>■ Strengthen the capacity of detective and specialised investigators.</li> <li>■ Demilitarise the police service.</li> </ul> </li> <li>■ Review and strengthen the Firearms Control Act (FCA) <ul style="list-style-type: none"> <li>■ National Treasury to introduce a special tax on firearms and ammunition to fund interventions for victims of crime and violence.</li> <li>■ Develop an Integrated and Electronic Firearms Registry System.</li> <li>■ Increase the number of Gun Free Zones and Firearm Free Zones.</li> <li>■ Stop the misplaced, unconditional faith in the ability of the FCA to solve crimes; rather concentrate on policing firearms.</li> <li>■ Formulate policies and legislation specific to firearm dependent crimes, independent of firearm-choice crimes.</li> <li>■ Enhance IT systems to link the various SAPS databases.</li> <li>■ Link the SAPS databases to court records.</li> <li>■ Strengthen unconditional, anonymous illegal firearm.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ A professional and effective police service.</li> <li>■ White Paper on Policing aligned to ICVPS, NSP GBVF and other policies.</li> <li>■ National Police Board established and functioning effectively.</li> <li>■ Code of Ethics and Code of Conduct reviewed and strictly implemented.</li> <li>■ Recruitment processes and competency assessment reviewed and effectively implemented.</li> <li>■ Detective and specialised capacity strengthened to ensure effective detection and investigations.</li> <li>■ Oversight recommendations of the Civilian Secretariat for Police Service (CSPS) on the professionalisation and demilitarisation of the police implemented.</li> </ul> <p>Firearms:</p> <ul style="list-style-type: none"> <li>■ Special tax on firearms and ammunition introduced and implemented.</li> <li>■ IT systems enhanced through an Integrated and Electronic Firearms Registry System linked to the IJS.</li> <li>■ Gun and Firearm Free Zones increased to improve safety.</li> <li>■ Policing of firearms and confiscation of illegal firearms strengthened.</li> <li>■ The FCA amended to improve responsible firearm ownership and management.</li> <li>■ The number of legal and illegal firearms confiscated and surrendered increased.</li> <li>■ The number of firearms destroyed fast tracked to avoid recirculation.</li> <li>■ The number of firearms removed as a result of s102 and s103 hearings increased.</li> <li>■ The sale of firearms and ammunition reduced by improving safety in communities.</li> <li>■ Effective community education and awareness regarding impact of guns and rights/powers to remove guns and prevent gun violence conducted.</li> </ul>	

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

DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
	<ul style="list-style-type: none"> <li>■ Discipline and Consequence Management <ul style="list-style-type: none"> <li>■ Fully implement the 2016 Discipline Regulations for effective discipline management.</li> <li>■ Screen police recruits, stringently apply psychometric evaluations and improve vetting processes.</li> <li>■ Include discipline management in performance agreements of line managers to ensure accountability.</li> <li>■ SAPS to develop a Sanctioning Guidelines to ensure that sanctions are fair and consistent, and to eliminate disparities regarding sanctions for similar misconducts.</li> <li>■ SAPS to establish a compulsory Joint Forum on Discipline Management that meets at least bi-annually to consider best practices to improve performance of functionaries, ensure monitoring, and share evaluation studies on discipline management across the country.</li> <li>■ SAPS to ensure training and skilling of all functionaries.</li> <li>■ SAPS management to implement a dedicated capacity for disciplinary cases.</li> <li>■ SAPS to ensure integrity of cases and data.</li> <li>■ SAPS to analyse discipline cases and conduct deeper analyses of misconduct cases, and to disaggregate cases carried over from previous years for finalisation.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Discipline and Consequence Management <ul style="list-style-type: none"> <li>■ SAPS discipline management processes and systems fully implemented and monitored.</li> <li>■ Police recruits are screened including psychometric evaluations and proper vetting.</li> <li>■ Discipline management included in the performance agreements of managers at all levels.</li> <li>■ Sanctioning Guidelines developed and implemented.</li> <li>■ Compulsory Joint Forum on Discipline Management established and effectively functioning to ensure integrity of disciplinary cases.</li> <li>■ Training and skilling of all personnel improved.</li> <li>■ Dedicated capacity for disciplinary cases created and effectively functioning to ensure speedy finalisation of disciplinary cases.</li> <li>■ Evaluations and analysis on disciplinary cases conducted.</li> </ul> </li> </ul>	SAPS, CSPS, IPID, provincial government
<b>4. Comprehensive, integrated, localised strategies addressing crime and violence</b>	<ul style="list-style-type: none"> <li>■ Strategies and plans address primary, secondary and tertiary interventions.</li> <li>■ Strategies and plans address risk factors at individual, relationship, community and societal level.</li> <li>■ Strategies are linked with other social and economic strategies to ensure integrated approach.</li> <li>■ Programmes and interventions are evidence based.</li> </ul>		
<b>4.1 An integrated, intersectoral strategy that addresses systemic and structural drivers of gender-based violence and femicide</b>	<ul style="list-style-type: none"> <li>■ Finalise and fast-track implementation of the NSP.</li> <li>■ Cost the NSP and allocate resources.</li> <li>■ Monitor and evaluate implementation of the NSP.</li> <li>■ Align with the Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>■ A coherent strategy addressing GBV and femicide implemented. <ul style="list-style-type: none"> <li>■ NSP approved by Cabinet.</li> <li>■ Funds allocated to NSP implementation.</li> <li>■ Monitoring and evaluation.</li> </ul> </li> </ul>	DWYPD All
<b>4.2 Develop and implement an integrated responsive child protection system</b>	<ul style="list-style-type: none"> <li>■ Finalise the Review of the Programme of Action, addressing violence against women and children.<sup>37</sup></li> <li>■ Align the Strategy and NSP.</li> </ul>	<ul style="list-style-type: none"> <li>■ An operational, integrated, responsive child protection system.</li> </ul>	DSD All
<b>4.3 Implement the National Action Plan to combat racism, racial discrimination, xenophobia</b>			DOJ&CD All
<b>4.4 Other policies on vulnerable groups</b>			

DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
5. Effective coordination: intra-and interdepartmental and intersectoral planning and implementation with civil society (Aligned to the Strategy and the NSP-GBVF)	■ Government departments and tiers of government institutionalise prevention strategies addressing violence against women, children and vulnerable groups into strategic plans.	■ Prevention strategies (aligned to White Paper) 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
	■ Establish effective coordination mechanisms addressing violence against women, children and vulnerable groups.	■ Coordination mechanisms institutionalised, capacitated and operational.	DWYPD
	■ Establish effective, reliable information management, surveillance and tracking system of services and cases through health, social development and criminal justice system.	■ Intersectoral information management system operational.	DOJ&CD, NPA, SAPS, DoH, DSD
	■ Strengthen coordination between SAPS and NPA during investigations and prosecutions.	■ Increase in the number of GBV cases prosecuted. ■ Increase in the number of convictions. ■ Reduction in number of acquittals.	SAPS, NPA
	■ Facilitate seamless and integrated service through effective monitoring of ICT systems.	■ Reduction in delays, remands and postponements. ■ Provision of services and performance of functions within prescribed time frames.	DOJ&CD, NPA, SAPS, DoH, DSD
	■ Provide reliable statistics and disaggregated data, collected and shared with and amongst stakeholders.	■ Knowledge-based and integrated service provision.	DOJ&CD, NPA, SAPS, DoH, DSD
6. Resourced and capacitated service delivery	■ Capacitate and equip CJS functionaries: ■ Train and sensitise CJS functionaries. ■ Reduce vicarious trauma and staff burnout.	■ 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
	■ Develop minimum norms and standards for CJS services. ■ Monitor compliance through independent monitoring and evaluation. ■ Implement sanctions for non-compliance.	■ Reduction in secondary victimisation. ■ Professional, responsive service. ■ Zero tolerance for poor service delivery.	DOJ&CD, DPME, Judiciary, NPA, DoH, DSD
	■ Provide efficient forensic services.	■ Criminal Law Forensics Procedures Amendment Act implemented. ■ Backlogs in forensics reduced. ■ Forensic units resourced. ■ Timorous collection and processing of forensic evidence. ■ Operational DNA database.	DoH SAPS, DOJ&CD
	■ Allocate resources for service provision, infrastructure and operating costs.	■ 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. ■ 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

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

DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
7. Strengthened oversight and accountability	<ul style="list-style-type: none"> <li>■ Review performance management targets that promote perverse incentives not to register cases (to turn away complainants) or not to prosecute cases.</li> <li>■ Strengthen citizen complaint mechanisms.</li> </ul>	<ul style="list-style-type: none"> <li>■ Performance management targets reviewed.</li> <li>■ Increased access to report poor service delivery.</li> </ul>	DOJ&CD, SAPS, CSPS, NPA, Judiciary, DoH, DSD, DPME, provincial government
	<ul style="list-style-type: none"> <li>■ Improve monitoring of police and other CJS compliance with legislation. <ul style="list-style-type: none"> <li>■ Domestic Violence Act Domestic Violence Act. Address compliance by police of obligations in respect of the Domestic Violence Act.</li> <li>■ Sexual Offences Act.</li> <li>■ Child Justice Act.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Increase in reporting of non-compliance.</li> <li>■ Increase in compliance with Domestic Violence Act obligations by SAPS.</li> </ul>	
	<ul style="list-style-type: none"> <li>■ Strengthen accountability for non-compliance (management and individual). <ul style="list-style-type: none"> <li>■ Strengthen compliance requirements and reporting in national instructions on GBV.</li> <li>■ Provide clear consequences for non-compliance.</li> <li>■ Enforce consequences for non-compliance consistently.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Comprehensive reporting on sanctions for non-compliance.</li> </ul>	
	<ul style="list-style-type: none"> <li>■ Implement mandatory electronic reporting and tracking systems for domestic violence.</li> </ul>	<ul style="list-style-type: none"> <li>■ Operational mandatory electronic systems.</li> </ul>	
	<ul style="list-style-type: none"> <li>■ Implement measures to reduce barriers to reporting crime by vulnerable groups.</li> <li>■ Implement strategies to improve access to services for vulnerable and marginalised groups.<sup>38</sup></li> <li>■ Strengthen the implementation of legislation and policies addressing violence against women, children and vulnerable groups. <ul style="list-style-type: none"> <li>■ Stipulate and clarify obligations in legislation and protocols.</li> <li>■ Enforce legislation dealing with obligations of police and criminal justice service providers.</li> <li>■ Make mandatory provision of services to victims, e.g., Domestic Violence Act obligation for SAPS to render assistance.</li> <li>■ Enforce duty to report sexual offences committed with or against children or mentally disabled persons (Criminal Law Amendment Act).</li> <li>■ Apply provision of services to victims (PEP and HIV testing of accused).</li> <li>■ Advocate the right to apply for protection orders (Protection from Harassment Act).</li> <li>■ Capacitate and train SAPS on obligations.</li> <li>■ Ensure SAPS stations are equipped with a database of service providers.</li> </ul> </li> <li>■ Strengthen the legal framework addressing violence against women, children and vulnerable groups. <ul style="list-style-type: none"> <li>■ Strengthen the Domestic Violence Act.</li> <li>■ Make mandatory reporting of non-compliance to legislation.</li> <li>■ Finalise and implement legislation on comprehensive services to victims.</li> <li>■ Strengthen and clarify the legal obligations of government to provide services to victims of violence and crime.</li> <li>■ Make mandatory the removal of firearms of perpetrators of violence <ul style="list-style-type: none"> <li>■ at police stations</li> <li>■ during court applications.</li> </ul> </li> </ul> </li> <li>■ Enforce protection and rights of victims. <ul style="list-style-type: none"> <li>■ Present and consider the rights and views of victims during court processes (e.g., bail hearings, sentencing and parole).</li> <li>■ Apply Victims Charter.</li> <li>■ Place evidence of threats or intimidation before the court.</li> <li>■ Provide court preparation and legal advice for survivors at magistrate, district and regional courts.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Measures to address barriers to reporting crime by vulnerable groups developed and implemented.</li> <li>■ Strategies to improve access to services developed and implemented.</li> <li>■ Increase in reporting of sexual offences against children and mentally disabled persons.</li> <li>■ Increase in number of victims receiving PEP.</li> <li>■ Increase in the number of firearms removed.</li> <li>■ Increase in number of protection orders enforced.</li> <li>■ Increase in number of victims referred by SAPS to service providers.</li> </ul>	

DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
9. Increased access to CJS services	<ul style="list-style-type: none"> <li>■ Increase access to specialised sexual offences courts. <ul style="list-style-type: none"> <li>■ Increase the number of sexual offences courts.</li> <li>■ Resource and capacitate sexual offences courts.</li> <li>■ 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.</li> <li>■ Strengthen and implement national instructions to ensure compliance.</li> </ul> </li> <li>■ Address inefficiencies of TCC model to improve effectiveness and operational efficiency to ensure quality services to clients. <ul style="list-style-type: none"> <li>■ 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.</li> <li>■ Provide adequate staff, specialised forensic nurses, counsellors and legal services.</li> <li>■ Increase awareness of TCC among population through education and awareness-raising campaigns and signage.</li> <li>■ Strengthen strategic partnerships with supporting facilities (e.g., shelters and economic empowerment initiatives) to ensure comprehensive care and services to survivors.</li> <li>■ Integrate TCC into criminal justice system.</li> <li>■ Implement trauma management models and satellite TCCs in remote areas.</li> </ul> </li> <li>■ Increase the footprint and strengthen FCS units. <ul style="list-style-type: none"> <li>■ Develop and apply recruitment criteria to attract skilled staff.</li> <li>■ Conduct ongoing mandatory specialised training and certification.</li> <li>■ Implement quality assurance measures (oversight and evaluation).</li> <li>■ Improve access to expert, specialised services by adopting a hybrid model utilising experts to enhance capacity.</li> <li>■ Provide forensic social worker services in all FCS units.</li> <li>■ Address staff burnout and wellness of staff.</li> <li>■ Provide adequate resources and funding.</li> </ul> </li> <li>■ Improve access to services for survivors of domestic violence. <ul style="list-style-type: none"> <li>■ 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.</li> <li>■ Develop synergies/partnerships with police, health care workers and other service providers at all shelters.</li> <li>■ Improve funding model for NPOs providing services at shelters.</li> <li>■ Clarify obligations in respect of provision of shelters.</li> <li>■ Increase access to support services for victims of domestic violence and family members.</li> <li>■ 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).<sup>39</sup> <ul style="list-style-type: none"> <li>■ Address needs of children at school and in childcare.</li> <li>■ Address provision of emergency and transitional housing.</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Increase in the number of sexual offences courts (including remote/ rural areas).</li> <li>■ Increased access to sexual offences courts.</li> </ul>	DOJ&CD, SAPS, NPA, Judiciary, DoH, DSD
		<ul style="list-style-type: none"> <li>■ Increase in the number of TCCs.</li> <li>■ Improved access to TCCs.</li> </ul>	
		<ul style="list-style-type: none"> <li>■ Increase in FCS units and number of FCS units capacitated.</li> </ul>	
		<ul style="list-style-type: none"> <li>■ Increase in the number of one-stop centres.</li> <li>■ Adequate, sustainable funding models addressing services and provision of shelters.</li> <li>■ Domestic Violence Act amended to address statutory duty to provide shelters.</li> <li>■ Increased access to support services for victims and family of domestic violence.</li> </ul>	SAPS, DSD, DOJ&CD DBE DoH DHS provincial government local government



## 1A

## AN EFFICIENT, RESPONSIVE AND PROFESSIONAL CRIMINAL JUSTICE SYSTEM

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

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

DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
<b>10. A human rights-based approach to treatment of vulnerable groups implemented by the CJS</b>	<ul style="list-style-type: none"> <li>■ Apply human rights standards in the treatment of vulnerable groups in the CJS.           <ul style="list-style-type: none"> <li>■ Comply with international obligations.</li> <li>■ Decriminalise sex work.</li> <li>■ Implement the South African National Sex Worker HIV Plan 2016–2019.</li> <li>■ 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.</li> <li>■ Reduce victimisation of vulnerable and marginalised groups by CJS.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Law reform on sex work.</li> <li>■ 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.</li> <li>■ 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.</li> </ul>	DOJ&CD, SAPS, NPA, Judiciary, DoH, DSD
<b>11. Effective CJS services for children in conflict with the law.</b>	<ul style="list-style-type: none"> <li>■ Improve the quality of and access to services by children in conflict with the law.           <ul style="list-style-type: none"> <li>■ Increase knowledge and capacity of service providers and first-time responders.</li> <li>■ Increase access to probation services.</li> <li>■ Implement interventions for parents and families.</li> </ul> <p><i>(See Pillar 1B for additional information.)</i></p> </li> </ul>	<ul style="list-style-type: none"> <li>■ Increase in the number of child offenders registered and referred by SAPS.</li> <li>■ Increase in the number of probation officers.</li> <li>■ Increase in the number of child offenders assessed by probation officers and social workers.</li> <li>■ Increase in the number of children accessing probation programmes.</li> <li>■ Increase in the number of programmes for parents and families.</li> <li>■ Increase in the number of parents and families accessing programmes.</li> </ul>	DSD & JCSPS cluster



**1B****EFFECTIVE DIVERSION, REHABILITATION AND REINTEGRATION PROGRAMMES**

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

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



1C

## EFFECTIVE RESTORATIVE JUSTICE PROGRAMMES AND INTERVENTION

DELIVERABLE	KEY ACTIONS	TARGET DATE TO ACHIEVE DELIVERABLE	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
1. Integrated framework for restorative justice across government	<ul style="list-style-type: none"> <li>■ Develop integrated framework for restorative justice system. <ul style="list-style-type: none"> <li>■ Review punishment and correction approach and adopt a restorative approach that addresses issues of equitable justice.</li> <li>■ 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.</li> <li>■ Apply restorative justice paradigm in learner disciplinary processes at schools.</li> </ul> </li> </ul>	Medium to long-term	<ul style="list-style-type: none"> <li>■ Single, coherent restorative justice framework across government.</li> </ul>	DOJ&CD, NPA, DSD, Judiciary
2. Effective restorative justice programmes and interventions developed and implemented	<ul style="list-style-type: none"> <li>■ Strengthen the regulatory framework for restorative justice. <ul style="list-style-type: none"> <li>■ Implement aligned policy and regulatory framework across CJS.</li> <li>■ Train probation officers, prosecutors and judicial officers on programmes and interventions.</li> </ul> </li> </ul>	Short-term	<ul style="list-style-type: none"> <li>■ Integrated, aligned policy and regulatory framework across the CJS.</li> <li>■ CJS functionaries capacitated.</li> </ul>	
	<ul style="list-style-type: none"> <li>■ Improve the quality of, and access to, restorative justice services. <ul style="list-style-type: none"> <li>■ 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.</li> <li>■ Develop a funding model for external service providers.</li> <li>■ Increase the number of qualified service providers.</li> <li>■ Integrate interventions with other support services and programmes for optimal effect.</li> </ul> </li> </ul>	Short-term	<ul style="list-style-type: none"> <li>■ Comprehensive accreditation system for restorative justice service programmes developed and implemented.</li> <li>■ NPO service providers resourced.</li> <li>■ Integrated service delivery.</li> </ul>	





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

### 2A

#### COMPREHENSIVE AND INTEGRATED DELIVERY OF EARLY INTERVENTIONS TO PREVENT CRIME AND VIOLENCE

DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	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"><li>■ Strengthen the legislative and policy framework for effective provision of crime and violence prevention and early intervention programmes.</li><li>■ Integrate and align strategies and programmes for early intervention to address crime and violence prevention.<ul style="list-style-type: none"><li>■ Early intervention programmes address risk factors for crime and violence aligned to ICVPS and NSP-GBVF.</li><li>■ Strategies and programmes address socio-economic need of 'at risk' and vulnerable groups</li></ul></li><li>■ Allocate resources to early intervention programmes.<ul style="list-style-type: none"><li>■ Increase capacity to deliver early intervention and prevention programmes by capacitating existing functionaries with skills and capacity development in public and NPO sector.</li><li>■ Increase funding to early and primary crime and violence prevention interventions in government and to the NPO sector.</li></ul></li></ul>	<ul style="list-style-type: none"><li>■ Roles and responsibilities clarified in legislation and policy.</li><li>■ Strategies and policies aligned, with clear indicators for crime and violence prevention.</li></ul> <ul style="list-style-type: none"><li>■ Government strategies and plans at national, provincial and local level integrate focus on primary prevention and early intervention.</li><li>■ Government strategies and plans at national, provincial and local level are aligned to the strategy and the NSP.</li></ul>	DSD/DoH All
	<ul style="list-style-type: none"><li>■ Transform behaviour and social norms through evidence – based programmes and education campaigns addressing:<ul style="list-style-type: none"><li>■ Toxic masculinities and positive alternative approaches.</li><li>■ Harmful social and gender norms that perpetuate patriarchy, inequality and discrimination.</li><li>■ Restoration of dignity and building caring communities.</li><li>■ Historic and collective trauma and healing</li><li>■ Relationship between early childhood development programmes and services, and crime and violence prevention.</li></ul></li><li>■ Adopt a trauma based public mental health and well-being approach through:<ul style="list-style-type: none"><li>■ Facilitated trauma based reflective supportive methods 24</li><li>■ Reflective and supportive psycho-social and psychological services for all members of society and frontline service providers.</li></ul></li></ul>	<ul style="list-style-type: none"><li>■ Capacitated and resourced NPOs.</li><li>■ Increase in social workers, social auxiliary workers, paraprofessionals and community workers focusing on crime and violence prevention.</li><li>■ Improved funding models for NPO sector, addressing all costs for comprehensive delivery of programmes and services.</li></ul> <ul style="list-style-type: none"><li>■ Effective public educational awareness programmes implemented across care, learning and work environments.</li><li>■ Accessible psycho-social and psychological services.</li></ul>	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)
			DoH, DSD Department of Public Service and Administration (DPSA), Private Sector All

**2B**

## 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	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	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"> <li>■ Develop an integrated framework and system for child wellbeing,<sup>40</sup> which includes safety, crime prevention and violence prevention.<sup>41</sup></li> </ul>	<ul style="list-style-type: none"> <li>■ Standardised indicators for child wellbeing across all departments, spheres of government.</li> </ul>	DoH 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"> <li>■ Implement a comprehensive, integrated early childhood development services system.           <ul style="list-style-type: none"> <li>■ Implement ECD Policy.<sup>42</sup></li> <li>■ Implement a comprehensive strategy for securing provision of prevention and early intervention programmes to families, parents and caregivers and children.</li> <li>■ Increase access to quality ECD centres</li> <li>■ Improve safety of and in ECD centres (environmental, physical, psychological and emotional).</li> <li>■ Improve oversight, support and regulation of ECD centres.               <ul style="list-style-type: none"> <li>■ Strengthen assessment/monitoring systems and feedback of ECD services and DSD.</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ All children have access to comprehensive, integrated early childhood development services.</li> <li>■ Increased access to high-quality early childhood development services.</li> <li>■ Increased accessibility to comprehensive social security services.</li> <li>■ Infrastructure requirements of the ECD sector supported.</li> <li>■ Increased enrolment and retention of children in ECD centres.</li> <li>■ Increase in number of registered ECD centres that meet registration and service requirements.</li> </ul>	ECD Policy – DoH, DBE, DSD and partners Provincial and local government All
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 health care and psychosocial services to address intergenerational violence and abuse.)	<ul style="list-style-type: none"> <li>■ 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"> <li>■ 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).</li> <li>■ Expand access to family and home-based support for pregnant woman and children under two years of age.</li> <li>■ Allocate resources to ensure risk screening, response and support services.</li> <li>■ Expand access to ECD parent support programmes.</li> <li>■ Provide access to empathetic counselling and psychosocial support services for:               <ul style="list-style-type: none"> <li>■ pregnant women</li> <li>■ 'at risk' mothers</li> <li>■ parents/caregivers of young children (0–2) years</li> </ul> </li> </ul> </li> <li>■ Educate parents, communities and service providers on links between crime and violence and child development.           <ul style="list-style-type: none"> <li>■ Educate caregivers and parents (mothers from conception at clinics), nurses, CHCWs and home visitors, and ECD teachers.</li> <li>■ Design and deliver clear messaging/campaign about brain development and its impact on community safety, using facts and story narratives for various audiences.</li> </ul> </li> <li>■ 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.</li> </ul>	<ul style="list-style-type: none"> <li>■ Risks screening made mandatory.</li> <li>■ Increase in family and home-based support interventions.</li> <li>■ Accessible psychosocial support for parents (healthy parents = healthy children).</li> <li>■ Increase in community health care initiatives.</li> <li>■ Improved access to trauma counselling services for families and children.</li> <li>■ Increase in MCCWs, CHCWs and PHC counsellors/social workers.</li> <li>■ Improved referral pathways between departments and service providers.</li> </ul>	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
4. Social and economic support provided for parents and caregivers of vulnerable children	<ul style="list-style-type: none"> <li>■ Targeted interventions for vulnerable women and caregivers.           <ul style="list-style-type: none"> <li>■ Increase economic opportunities for vulnerable women and caregivers.               <ul style="list-style-type: none"> <li>■ Provide targeted opportunities for vulnerable women, parents and caregivers.<sup>43</sup></li> </ul> </li> <li>■ Ensure comprehensive access to social and economic assistance by vulnerable women and caregivers.</li> <li>■ Implement targeted interventions for vulnerable women, caregivers, parents and children.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Targeted interventions for vulnerable women, caregivers, parents and children.</li> </ul>	DSD, DoH, provincial and local government, Public Works, DCoG, DED, DTI

\*Prerequisite: Children's primary needs are met: access to health services and social security, nutrition, education and essential services, shelter, water and sanitation<sup>44</sup>

DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT
<p><b>1. Reduced exposure of children to crime and violence and other forms of harmful behaviour: IN THE HOME</b> Children are safe, nurtured and supported in their homes.</p>			
1.1 Initiatives developed aimed at developing stable, nurturing relationships between children and parents/ caregivers	<p>Implement initiatives aimed at developing stable, nurturing relationships between children and parents/caregivers to address intergenerational cycle of abuse.</p> <ul style="list-style-type: none"> <li>■ Increase the number and quality of home visit programmes for vulnerable, 'at risk' children and parents/caregivers.</li> <li>■ 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.</li> <li>■ Develop and implement initiatives to address the needs of children exposed to violence and crime.</li> <li>■ Integrate victim support interventions and responses with the needs of children exposed to crime and violence.</li> </ul>	<ul style="list-style-type: none"> <li>■ 'At risk' children and caregivers identified.</li> <li>■ Increase in number of community health workers.</li> <li>■ Community health workers capacitated.</li> <li>■ Children exposed to crime and violence, and other risk factors (e.g., substance abuse) receive access to support services.</li> <li>■ Increase in initiatives to address the needs of children exposed to violence and crime.</li> </ul>	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  (See Pillar 2B, Section 3: Parents and caregivers supported and capacitated.)	<ul style="list-style-type: none"> <li>■ Identify children at risk. <ul style="list-style-type: none"> <li>■ 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.</li> <li>■ Conduct risk assessments.</li> <li>■ Develop assessment tools.</li> <li>■ Implement or develop protection plans for services and interventions.</li> </ul> </li> <li>■ Develop a strategy for universal screening for violence prevention: routine, universal, mass and targeted (high-risk communities) screening for violence against children.<sup>45</sup> <ul style="list-style-type: none"> <li>■ Develop comprehensive and integrated policy and regulatory frameworks that address roles and responsibilities, guidelines, oversight mechanisms and information management.</li> <li>■ Train service providers to administer screening.</li> <li>■ Capacitate childcare workers and persons working with children to identify indicators of violence.</li> <li>■ Develop effective surveillance and monitoring systems that facilitate information sharing and management of services.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Intergovernmental comprehensive screening system operational.</li> <li>■ Increase in targeted interventions for 'at risk' children and families.</li> </ul>	

**2C**

## 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 sanitation<sup>44</sup>

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

\*Prerequisite: Children's primary needs are met: access to health services and social security, nutrition, education and essential services, shelter, water and sanitation<sup>44</sup>

DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
<b>2. Reduced exposure of children to crime and violence and other forms of harmful behaviour: IN LEARNING ENVIRONMENTS</b> Safe, supportive and enabling learning environments for children and learners			
2.1 Increased access to quality ECD services	<ul style="list-style-type: none"> <li>■ Universal access to quality ECD.</li> </ul> <p>(See Pillar 2B, Section 2: Universal access to comprehensive, integrated early childhood development services.)</p>	<ul style="list-style-type: none"> <li>■ Increased access to ECD services</li> <li>■ Increase in enrolment of children in ECD centres.</li> </ul>	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"> <li>■ Ensure early learning centres are safe and support children affected by violence and crime.               <ul style="list-style-type: none"> <li>■ Strengthen and implement protocols for reporting of children affected by crime and violence and children 'at risk'.</li> <li>■ Develop effective screening, identification, referrals and interventions for children at risk/exposed to violence.</li> <li>■ Strengthen monitoring and oversight systems.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Protocols for reporting of children affected by crime and violence and children 'at risk' implemented.</li> <li>■ Effective screening, identification, referrals and interventions for children at risk/exposed to violence implemented.</li> <li>■ Effective monitoring and oversight.</li> </ul>	ECD partners, DSD, DBE and partners, provincial and local government, DHS, DPW, SAPS
2.3 Effective preschool enrichment programmes	<ul style="list-style-type: none"> <li>■ Integrate age-appropriate crime and violence prevention focus and interventions into programmes.</li> </ul> <p>(See Pillar 2B, Section 2.)</p>	<ul style="list-style-type: none"> <li>■ Effective prevention programmes and interventions implemented in early learning and care environments.</li> </ul>	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"> <li>■ Equip ECD facilitators with skills and tools to manage learning environments professionally.</li> <li>■ Improve oversight mechanisms and processes of DSD.               <ul style="list-style-type: none"> <li>■ Implement effective complaint and reporting systems for abuse, neglect and non-compliance by service providers.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Effective monitoring and oversight.</li> </ul>	DSD, DBE, DoH, NPO sector
<b>3. Reduced exposure by children to crime and violence and other forms of harmful behaviour: IN SCHOOL</b>			
3.1 Increased learner enrolment and retention in primary and secondary schools	<ul style="list-style-type: none"> <li>■ Implement effective interventions to address risk factors for school drop-outs (truancy, substance abuse, behavioural challenges, poor nutrition, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>■ Increase in school attendance.</li> <li>■ Decline in school drop-out rates.</li> <li>■ Increase in access to learning support, nutrition, enrichment and support programmes for learners at risk.</li> </ul>	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"> <li>■ Implement the National School Safety Framework.</li> <li>■ Ensure teachers, support staff and service providers are vetted.</li> <li>■ 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"> <li>■ 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.)</li> <li>■ Improve accountability and compliance with reporting requirements to DBE, DSD and SAPS.</li> <li>■ Integrate safety and violence prevention focus into the Integrated School Health Policy.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Implementation plans for National School Safety Framework executed at provincial level, addressing school safety holistically.</li> <li>■ Reduction in violence, bullying and GBV incidents at schools.</li> <li>■ Reduction in teenage pregnancies.</li> </ul>	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"> <li>■ Implement effective screening to identify learners at risk.</li> <li>■ 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.</li> <li>■ Ensure effective referral pathways for children requiring additional interventions and support.</li> </ul>	<ul style="list-style-type: none"> <li>■ Increased access to therapeutic and psychosocial support services and programmes for learners.</li> <li>■ Capacitated learner support units.</li> </ul>	DBE, DSD, DoH, provincial government, local government, civil society



2C

## 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 sanitation<sup>44</sup>

DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT
3.4 Crime and violence prevention addressed through school curriculum	<ul style="list-style-type: none"> <li>■ Integrate crime and violence prevention education and programmes into school curriculum.           <ul style="list-style-type: none"> <li>■ 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.</li> <li>■ Strengthen school safety programmes and initiatives to include focus on prevention.</li> </ul> </li> <li>■ Educate and capacitate all schoolteachers, principals and support staff at schools.           <ul style="list-style-type: none"> <li>■ 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.</li> <li>■ Improve quality of and capacitate Life Orientation teachers.               <ul style="list-style-type: none"> <li>■ Set minimum criteria for Life Orientation teachers (minimum: degree in social work and sociology and postgraduate teaching diploma.)</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Improved quality and relevance of curriculum.</li> <li>■ Integration of focus on strengthening norms and values that support, nonviolence, promote respectful, nurturing, and positive and gender equitable relationships; life skills focusing on learning communication and conflict management and problem solving; empower girls and boys to recognise and protect themselves against intimate partner violence and sexual assault.<sup>46</sup></li> </ul>	DBE, DoH, DSD, academia, civil society
3.5 Elimination of corporal punishment in schools	<ul style="list-style-type: none"> <li>■ Equip teachers by capacitating on positive discipline and classroom management tools.</li> <li>■ 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"> <li>■ Ensure timeous and appropriate discipline for offenders.</li> <li>■ Improve oversight by DBE district, provincial and national departments.</li> <li>■ Improve efficiency of SA Council for Educators disciplinary processes, reporting systems and sanctions.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Reduction in cases of corporal punishment at schools.</li> <li>■ Zero tolerance approach to corporal punishment.</li> </ul>	DBE, SACE, SAPS, DSD
3.6 Increased access to extra-mural activities	<ul style="list-style-type: none"> <li>■ Increase access to sports, arts and culture programmes after school.</li> </ul>	<ul style="list-style-type: none"> <li>■ Increased participation in sports, arts and culture programmes after school.</li> </ul>	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"> <li>■ Provide safe, reliable access (transport routes), and transport to and from school.           <ul style="list-style-type: none"> <li>■ Ensure reliable, safe transport for learners to and from school.</li> <li>■ Ensure learners have safe access to and from school.</li> <li>■ Ensure areas around schools are safe and free from violence, alcohol, guns and drugs.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Reduction in incidents of violence against learners going to and from school.</li> </ul>	DSD, DBE, DoH, provincial and local government (planning, law enforcement, traffic, community safety), DHS, DPW, DoT, SAPS, private sector, NPO sector, communities
3.8 Targeted interventions for schools identified as high-risk	<ul style="list-style-type: none"> <li>■ Develop and implement integrated interventions and programmes that address challenges experienced by schools (i.e. GBV, gangsterism, access to drugs, alcohol and weapons in schools and surrounding areas).</li> <li>■ Improve access to social and support services for learners in high-risk schools.</li> </ul>	<ul style="list-style-type: none"> <li>■ Targeted interventions implemented for high risks areas.</li> <li>■ School safety programmes integrate holistic prevention and provision of services to learners.</li> <li>■ Increased access to psycho-social support services.</li> </ul>	DBE, DoH, DSD, SAPS, local and provincial government, NPO sector, communities

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DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
<b>4. Reduced exposure of children to crime and violence and other forms of harmful behaviour: IN COMMUNITIES</b>			
<b>4.1 Improved safety of public spaces</b>	<ul style="list-style-type: none"> <li>■ 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.</li> </ul>	<ul style="list-style-type: none"> <li>■ Safe and child friendly public spaces i.e. parks, libraries, transport interchanges, pedestrian routes in communities, sports fields, etc.</li> </ul>	DPW, DoT, DHS, provincial and local government, SAPS
<b>4.2 Upgraded human settlements and STED (Safety through Environmental Design) principles implemented in design</b>	<ul style="list-style-type: none"> <li>■ 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"> <li>■ Address safety of transport routes and transport interchanges.</li> <li>■ Upgrade neglected open spaces.</li> <li>■ Maintain open spaces, fields and parks consistently.</li> <li>■ Ensure adequate lighting in human settlements.</li> <li>■ Increase effectiveness and responsiveness of law enforcement through greater visibility and use of new technologies.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Safety through Environmental Design principles implemented in           <ul style="list-style-type: none"> <li>■ Design;</li> <li>■ Maintenance;</li> <li>■ Upgrading; and</li> <li>■ Development of new human settlements, infrastructure projects, transport interchanges and developments.</li> </ul> </li> </ul>	DPW, DoT, DHS, provincial and local government, SAPS
<b>4.3 Increased access to safe social and recreational amenities and programmes</b>	<ul style="list-style-type: none"> <li>■ Increase access to social and recreational amenities and programmes (e.g., sports and recreation facilities, community centres, arts and culture facilities).</li> </ul>	<ul style="list-style-type: none"> <li>■ Increase access and availability to safe sports and recreational amenities.</li> <li>■ Increase availability and access to sports, arts and culture programmes, and holiday, aftercare and after-school programmes in communities.</li> </ul>	DSD, DoH, DBE, provincial and local government, GCIS, community safety departments, Arts and Culture, Sports and Recreation, civil society, private sector
<b>4.4 Active community participation in crime and violence interventions</b>	<ul style="list-style-type: none"> <li>■ Mobilise communities to participate in crime and violence initiatives (See Pillar 6: Active Public and Community Participation.)</li> <li>■ Capacitate communities.           <ul style="list-style-type: none"> <li>■ Make information on community safety and services for crime and violence prevention accessible to all.</li> <li>■ 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.</li> <li>■ Educate communities on restrictive and harmful norms, values and practices.</li> <li>■ Mobilise communities through 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.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Information on programmes, services and interventions are readily available and accessible.</li> <li>■ Ongoing community education and awareness initiatives.</li> </ul>	All – national, provincial and local government
<b>4.5 An integrated focus on crime and violence prevention in all economic development interventions</b>	<ul style="list-style-type: none"> <li>■ 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.</li> </ul>	<ul style="list-style-type: none"> <li>■ Crime and violence acknowledged in economic development plans as a developmental issue and integrated into economic development plans.</li> <li>■ High-risk communities prioritised.</li> </ul>	National, provincial and local government, private sector

**2C**

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DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
<b>4.6 Targeted interventions for violent/high-risk communities</b>	<ul style="list-style-type: none"> <li>■ Implement integrated interventions in identified high-risk areas.           <ul style="list-style-type: none"> <li>■ Provide vocational opportunities for unemployed youth.</li> <li>■ Provide a comprehensive response with treatment for alcohol and substance abuse.</li> <li>■ Implement multisectoral and integrated interventions addressing gangsterism.</li> </ul> </li> </ul> <p>Interventions should be informed by context, after an assessment of each community's specific challenges.</p>	<ul style="list-style-type: none"> <li>■ Integrated, multi-sectoral interventions implemented in high-risk communities.</li> <li>■ Reduction in crime and violence.</li> </ul>	National, provincial and local government, NPO sector, private sector
<b>4.7 Responsible media</b>	<ul style="list-style-type: none"> <li>■ Ensure compliance of media platforms with human rights standards (television, radio, newspapers, magazines, social media, government media portals and platforms).</li> <li>■ Increase support for programming that           <ul style="list-style-type: none"> <li>■ provides information on crime and violence prevention</li> <li>■ promotes positive norms and values</li> <li>■ challenges harmful attitudes and behaviour, patriarchy, gender stereotyping, violent and toxic masculinities, and restrictive and harmful gender and social norms</li> <li>■ promotes non-violence</li> <li>■ promotes equality</li> <li>■ builds social cohesion.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Refrain from broadcasting programmes and images that perpetrate discriminatory stereotypes and that demean or advocate violence against women and vulnerable groups.</li> </ul>	All
<b>4.8 Reduced access to drugs and increased access to treatment and prevention programmes</b>	(See Pillar 2D, Section 2.1: An effective social, policy and legal environment to meet the needs of persons suffering with substance addiction.)		DoH, SAPS, provincial and local government
<b>4.9 Reduced number of firearms in communities</b>	<ul style="list-style-type: none"> <li>■ Reduce access to firearms.           <ul style="list-style-type: none"> <li>■ Promote effective enforcement of firearm legislation.               <ul style="list-style-type: none"> <li>■ Stricter implementation of S102 of the Firearms Control Act.</li> <li>■ Stricter controls on carrying of firearms.</li> <li>■ Stricter storage requirements.</li> <li>■ Make mandatory application of section 103 of the Firearms Control Act 60 of 2000 in matters involving violence, e.g., domestic violence.</li> </ul> </li> <li>■ Implement early intervention programmes that address prevention of gun violence.               <ul style="list-style-type: none"> <li>■ Limit access to firearms.                   <ul style="list-style-type: none"> <li>■ Ban identified categories of firearms for public use.</li> <li>■ Limit quantities of purchase and ownership.</li> <li>■ Enforce stricter licensing requirements (e.g., criteria for ownership, background checks).</li> <li>■ Increase minimum age for firearm ownership.</li> </ul> </li> <li>■ Provide effective community education and awareness on rights of communities and victims regarding firearm licence applications and removal of firearms.</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Reduction in number of firearms in circulation.</li> <li>■ Reduction in number of offences in which firearms are used.</li> <li>■ Reduction in sale of firearms.</li> <li>■ Effective community education and awareness regarding the impact of guns.</li> </ul>	DOJ&CD, SAPS, provinces, DSD, Judiciary
<b>4.10 Increased role of tertiary institutions</b>	<ul style="list-style-type: none"> <li>■ 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.           <ul style="list-style-type: none"> <li>■ Train all first responders/healthcare providers at these campuses about how to manage survivors of GBV.</li> <li>■ Ensure access at all campuses to equipped treatment centres.</li> <li>■ Ensure accessible, 24-hour security and support services for victims of crime and violence.</li> </ul> </li> </ul>		DHE, DSD, DoH, SAPS

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	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
<b>1. Increased access to evidence-based programmes for vulnerable/at risk groups</b>			
1.1 Provision of evidence-based crime and violence prevention programmes	<ul style="list-style-type: none"> <li>■ Scale up evidence-based crime and violence prevention programmes that enhance resilience.<sup>47</sup> <ul style="list-style-type: none"> <li>■ Develop a repository of evidence-based programmes that enhance resilience in children and youth.           <ul style="list-style-type: none"> <li>■ Draw on sector experts and practitioners.</li> <li>■ Develop funding model to roll out programmes.</li> </ul> </li> <li>■ Fund research and evaluation into promising practices in crime and violence prevention.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Increased body of research on promising practices and evidence based programmes accessible to all stakeholders.</li> <li>■ Funding Strategy developed.</li> </ul>	DSD, DBE, DoH, DPME, provincial and local government, private and NPO sector, Academia
1.2 Targeted interventions for 'at risk' groups	<ul style="list-style-type: none"> <li>■ Develop and implement interventions that are context specific.</li> </ul>	<ul style="list-style-type: none"> <li>■ Increase in targeted interventions which:           <ul style="list-style-type: none"> <li>■ Address intersectionality of risk factors and forms of violence.</li> <li>■ Focus on restrictive and harmful gender and social norms, gender stereotyping, violent and toxic masculinities, patriarchal assumptions, and heteronormative cisgender and social norms that drive gender-based violence and violence against LGBTIQA+ communities, perpetuating inequality and discrimination.</li> </ul> </li> </ul>	DSD, DWYPD All
<b>2. Accessible, effective substance abuse treatment and prevention interventions</b>			
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"> <li>■ Harmonise South African drug law with a public health approach.           <ul style="list-style-type: none"> <li>■ Decriminalise personal use of substances in legislation and by-laws.<sup>48</sup></li> <li>■ Introduce administrative sanctions supported by diversionary programmes to address addiction.</li> <li>■ Develop appropriate interventions for persons in conflict with the law.</li> <li>■ Provide treatment for persons with substance addiction from time of arrest/conflict with the law.</li> <li>■ Develop appropriate diversion framework and referral pathways for intervention.</li> <li>■ Strengthen provisions in Prevention of and Treatment of Substance Abuse Act to ensure implementation of prevention and early intervention services for substance abuse.</li> <li>■ Ensure effective implementation of Children's Act orders for parents/caregivers or children to participate in early intervention programmes, including substance abuse.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Policy and legislation on substance addiction aligned reflecting a public health approach.</li> <li>■ Diversion programmes address substance addiction.</li> <li>■ Effective implementation of legislation and policy addressing substance addiction.</li> <li>■ Resourced and capacitated interventions for substance addiction.</li> </ul>	DOJ&CD, NPA, DoH, DSD, provincial and local government
2.2 Early intervention	<ul style="list-style-type: none"> <li>■ Develop tools for early intervention (e.g., assessment tools for designated and trained teachers/school counsellors, police and paramedics).</li> <li>■ Educate and capacitate first responders/frontline staff (police stations, hospitals, courts, social workers) and service providers.           <ul style="list-style-type: none"> <li>■ 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.</li> <li>■ Provide ongoing education and empowerment of persons working with persons with substance addiction.</li> <li>■ Embed human rights-based approach in access and service delivery for persons suffering substance addiction.<sup>49</sup></li> <li>■ Embed education and awareness programmes in schools, tertiary institutions and the workplace.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ A whole of society approach implemented recognising socio ecological factors of addiction.</li> <li>■ Educated and capacitated service providers.</li> </ul>	DoH, DOJ&CD, NPA, DSD, Provincial and local government

**2D****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	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
<b>2.3 Effective screening and referral pathways for persons with alcohol and substance abuse</b>	<ul style="list-style-type: none"> <li>■ Develop effective screening and referral pathways for persons with alcohol and substance abuse.           <ul style="list-style-type: none"> <li>■ Ensure that maternal screening and parental risk assessments include risks of substance abuse.</li> <li>■ Provide children of mothers who have substance addiction with appropriate treatment/services, including those who have secondary exposure (i.e., vapour/smoke).</li> <li>■ Provide referral pathways after assessments/screening of patients presenting at clinics and hospitals.</li> <li>■ Integrate substance abuse screening into screening tools and health surveillance systems (antenatal and postnatal clinic visits, well-baby visits, CHCW home visits).</li> <li>■ Establish early screening and referral services at schools and tertiary institutions.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Effective screening and referral systems implemented at all service points.</li> <li>■ Interventions addressing children with parents/caregivers with substance addiction.</li> </ul>	DSD, DBE, DoH, DHE, provincial and local government
<b>2.4 Public awareness and education campaigns implemented on substance abuse treatment and prevention</b>	<ul style="list-style-type: none"> <li>■ Develop public awareness and education campaigns on substance abuse treatment and prevention.           <ul style="list-style-type: none"> <li>■ Improve education and engagement on harmful alcohol consumption and the relationship between violence and alcohol.</li> <li>■ Link awareness and education interventions to information on how to access integrated, evidence-based education and prevention programmes.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ A whole of society and multi-sectoral approach applied in rollout of education and awareness programmes.</li> </ul>	All DSD, DoH, private sector, provincial and local government
<b>2.5 Effective substance abuse treatment and prevention programmes made universally available and accessible</b>	<ul style="list-style-type: none"> <li>■ Provide accessible and effective substance abuse treatment and prevention programmes.</li> <li>■ Improve quality of treatment and prevention programmes.           <ul style="list-style-type: none"> <li>■ Ensure adequate regulation and application of norms and standards to service providers.</li> <li>■ Ensure availability of evidence-based treatment programmes and support services in communities.</li> <li>■ Provide accessible, accredited inpatient and outpatient substance abuse treatment and prevention centres.</li> <li>■ Apply a holistic approach to treatment:               <ul style="list-style-type: none"> <li>■ Include focus on family (spouse, children) and community.</li> <li>■ Address access to aftercare and support services.</li> </ul> </li> <li>■ Address accessibility to elicit substances and alcohol through effective law enforcement and regulation.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Increased access to substance abuse treatment, support and aftercare.</li> </ul>	DSD, DoH, provincial and local government, NPO sector, private sector
<b>2.6 A public health approach to persons with substance addiction</b>	<ul style="list-style-type: none"> <li>■ 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"> <li>■ Recognise children of persons with substance abuse as 'at risk' for targeted interventions and support.</li> <li>■ Develop targeted interventions for 'at risk' persons/groups in communities.</li> <li>■ 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"> <li>■ Audit high-risk communities, develop and implement campaigns to reduce harmful alcohol consumption.</li> </ul> </li> <li>■ Intersectoral delivery of services for rehabilitation and reintegration. E.g. Special Housing Need Policy addresses homelessness, provision of in-patient substance abuse treatment centres and substance abuse halfway houses for reintegrating persons with substance problems back into society.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Increased awareness of the impact of substance addiction.</li> <li>■ Targeted interventions for 'at risk' groups.</li> <li>■ Integrated service delivery for continuum of support and rehabilitation.</li> </ul>	DoH, DSD, provincial and local government, DBE
<b>2.7 Protection for children with secondary exposure to illicit substances</b>	<ul style="list-style-type: none"> <li>■ Implement interventions for children with secondary exposure to illicit substances.           <ul style="list-style-type: none"> <li>■ 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.</li> <li>■ Increase access to therapeutic and social support services for children of parents/caregivers suffering from substance abuse.</li> <li>■ Scale up programmes addressing foetal alcohol syndrome.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Implementation of interventions addressing secondary exposure to illicit and harmful substances by children.</li> </ul>	DoH, DSD, provincial and local government, NPO and Private sector

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DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
2.8 Community, non-governmental and private sector partnerships strengthened	<ul style="list-style-type: none"> <li>■ Address challenges with local substance abuse committees (establishment, sustainability and location) and improve synergy with Community Safety Forum Policy and Community Police Forum policy.</li> <li>■ Ensure public and community participation in the development, planning and implementation of programmes and interventions.</li> <li>■ 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).</li> <li>■ 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.<sup>50</sup></li> <li>■ Build public and private partnerships to support programmes and interventions addressing substance addiction.</li> </ul>	<ul style="list-style-type: none"> <li>■ Strengthened active community participation in supporting persons with substance addiction.</li> <li>■ Strengthen partnerships in communities.</li> <li>■ Community based organisations strengthened and capacitated.</li> <li>■ Community based models for substance abuse treatment and rehabilitation implemented.</li> <li>■ Increase in public and private partnerships.</li> </ul>	DoH, DSD, DBE, DHE, provincial and local government, NPO and private sector
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"> <li>■ Build capacity of NPO sector to deliver services to address substance addiction and prevention.</li> <li>■ Review and strengthen NPO funding model.<sup>51</sup></li> <li>■ Develop partnerships/MOUs with academic/research/specialist institutions and organisations to improve quality of drug education and prevention and treatment interventions.</li> </ul>	<ul style="list-style-type: none"> <li>■ Increase in partnerships with civil society, NGO sector.</li> <li>■ Increase in partnerships with academic, research institutions, private sector.</li> </ul>	All
2.10 Availability and harmful use of alcohol reduced	<ul style="list-style-type: none"> <li>■ Reduce availability and harmful use of alcohol. <ul style="list-style-type: none"> <li>■ Develop and apply zoning criteria for shebeens/taverns/liquor outlets.</li> </ul> </li> <li>■ Effectively implement legislation, by-laws and zoning requirements.</li> <li>■ Strengthen legal and regulatory framework (Liquor Amendment Bill) on sale of alcohol.</li> <li>■ Enforce laws and by-laws on licensing and alcohol sales (Liquor Act and by-laws). <ul style="list-style-type: none"> <li>■ Enforce sanctions for non-compliance</li> </ul> </li> <li>■ Improve safety of environment in and around drinking establishments. <ul style="list-style-type: none"> <li>■ Address safety of drinking environments.</li> <li>■ Promote ethical business practice with tavern owners.</li> </ul> </li> <li>■ Enforce prohibition of sale of alcohol to minors.</li> <li>■ Effective law enforcement.</li> </ul>	<ul style="list-style-type: none"> <li>■ Implement a national ban on alcohol advertising.</li> <li>■ Reduced density of alcohol outlets (number of alcohol sale outlets/taverns per population group and in area).</li> <li>■ Regulated location/proximity of alcohol outlets to schools and early child learning centres.</li> <li>■ Develop and apply strategies to lower consumption (economic modelling such as increased taxation, reduced sales hours of outlets, and operational hours of bars/shebeens/taverns).</li> <li>■ Programmes with owners address training, education and awareness, sanctions.</li> <li>■ Increased capacity of liquor enforcement units.</li> <li>■ Integrated approach adopted to liquor enforcement.</li> <li>■ Increased penalties for violations of prohibitions on sale of alcohol to minors.</li> <li>■ Capacitated community interventions.</li> </ul>	DTI, SAPS, provincial and local government, metro and municipal services



## 2D

## 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	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
2.11 Criminal justice response to substance abuse reviewed and improved	<ul style="list-style-type: none"> <li>■ Review criminal justice responses to substance abuse.           <ul style="list-style-type: none"> <li>■ Improve access to diversion programmes for persons with substance addiction.               <ul style="list-style-type: none"> <li>■ Ensure policy and directives address eligibility of persons with substance addiction for diversion.</li> <li>■ Develop a national protocol on how to deal with substance abusers in conflict with the law.</li> <li>■ Ensure policy provides for police and court-based diversionary schemes (directive/protocols).<sup>52</sup></li> </ul> </li> <li>■ Capacitate and train police officials and prosecutors on use of diversion in cases of substance addiction.</li> <li>■ Provide access to substance addiction treatment in prison custody facilities.</li> <li>■ 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).</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Align criminal justice responses to legislation and policy reflecting a public health approach to substance addiction.</li> <li>■ Trained and capacitated personnel</li> <li>■ Access to substance addiction interventions and at custody and correctional facilities.</li> </ul>	DOJ&CD, SAPS, DCS, Legal Aid, NPA, DSD, DoH, provincial and local government
2.11 Information management, data collection, monitoring and evaluation strengthened	<ul style="list-style-type: none"> <li>■ The transversal nature of the impact of alcohol misuse requires a multi-sectoral approach.           <ul style="list-style-type: none"> <li>■ Effective collection, management and analysis of alcohol related information informs development and implementation of appropriate and targeted interventions.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Strengthened data collection and management systems</li> <li>■ Ongoing analysis and research of alcohol related data information.</li> <li>■ Effective reporting and sharing of information across relevant departments, institutions and stakeholders.</li> </ul>	DoH, JCPS Cluster, Provincial and Local government All





## PILLAR 3: VICTIM SUPPORT

### 3A

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

DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	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"> <li>■ Legislate victims' services and rights to ensure mandatory provision. <ul style="list-style-type: none"> <li>■ Specify the basket of services and obligations to victims. <ul style="list-style-type: none"> <li>■ Include therapeutic, medical, legal and social support, including housing, economic empowerment and rehabilitation for victims of crime and violence.</li> </ul> </li> </ul> </li> <li>■ Enforce current provisions in legislation and policy regarding provision of services to victims.<sup>53</sup> <ul style="list-style-type: none"> <li>■ 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"> <li>■ Include court preparation programmes.</li> <li>■ Ensure that social service providers provide counselling and practical support at court hearings.</li> </ul> </li> </ul> </li> <li>■ Support the legal framework with regulations, implementation plans and instructions to guide and coordinate victim services. <ul style="list-style-type: none"> <li>■ Address roles and responsibilities, coordination and delivery of services.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Comprehensive policy and legal framework on victims' rights and services implemented.</li> <li>■ Co-ordinated, multi-sectoral response to victim services.</li> </ul>	DSD, DoH, SAPS, NPA, DOJ&CD, Provincial and local government All
<b>2. Comprehensive services delivered to victims of crime and violence</b>			
2.1 Delivery of high-quality, comprehensive services for victims of crime and violence	<ul style="list-style-type: none"> <li>■ Equip and capacitate service providers. <ul style="list-style-type: none"> <li>■ Train and sensitise functionaries dealing with victims: <ul style="list-style-type: none"> <li>■ 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.</li> </ul> </li> </ul> </li> <li>■ Capacitate victim empowerment centres located within police stations with facilities to assist victims and refer to psychological services. <ul style="list-style-type: none"> <li>■ Provide dedicated victim support coordinators at every police station.</li> </ul> </li> <li>■ Provide comprehensive access to specialised services for victims of GBV, such as <ul style="list-style-type: none"> <li>■ one-stop centres for reporting and treatment (TCC), specialised intervention units (FCS), specialised courts (Sexual Offences Courts);</li> <li>■ universal access to psychosocial support at the Thuthuzela Centres;</li> <li>■ Follow-up services and support to victims and families.</li> </ul> <p>(See Pillar 1A, Section 9: Increased access to CJS services.)</p> </li> <li>■ Develop and implement effective oversight and quality assurance systems. <ul style="list-style-type: none"> <li>■ Develop and implement norms and standards for service providers.</li> <li>■ 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.</li> </ul> </li> <li>■ 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"> <li>■ Address the needs of specific groups (e.g., children, LGBTIQ+, persons with disabilities, sex workers).</li> <li>■ Ensure that therapeutic programmes are evidence based, including treatment protocols.</li> </ul> </li> <li>■ 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).</li> <li>■ Improve access to and quality of child protective measures for all child victims and witnesses.</li> <li>■ Provide financial support for victims and families, including transport for victims to attend court.</li> <li>■ Provide economic support to reduce economic dependence on abusive partners. Support recovery and improve access to economic opportunities to build resilience and rehabilitation.</li> </ul>	<ul style="list-style-type: none"> <li>■ Service providers capacitated.</li> <li>■ Victim Empowerment Centres at all police stations resourced and capacitated.</li> <li>■ Funding and service delivery model developed and implemented.</li> <li>■ Integration of socioeconomic needs of GBV victims (e.g. housing, employment etc) in policy frameworks.</li> <li>■ Effective monitoring and evaluation.</li> <li>■ Intersectoral planning and implementation addresses multi-dimensional nature and consequences of violence.</li> <li>■ Expand footprint of places of safety and emergency shelters and housing emergency, transitional and long-term shelter and housing).</li> <li>■ Increase access to quality child protective measures and services for all child victims and witnesses.</li> <li>■ Resource a comprehensive package of services and support to victims and families (e.g. economic support, transport to court etc).</li> </ul>	DSD, DoH, DHS, SAPS, NPA, DOJ&CD, Provincial and Local Government, NPO sector All

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

DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/ LEAD BUSINESS UNIT OR DEPT
<b>3. Integrated service delivery to victims of crime and violence</b>			
<b>3.1 Effective, integrated service delivery to victims of crime and violence</b>	<ul style="list-style-type: none"> <li>■ 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).</li> <li>■ Ensure effective referral systems between sectors to ensure access to services and enforcement of rights and remedies. <ul style="list-style-type: none"> <li>■ Resource and capacitate NGOs providing services in all areas (especially remote and rural areas).</li> </ul> </li> <li>■ Develop effective, integrated information management systems. <ul style="list-style-type: none"> <li>■ Systematically collect and analyse disaggregated statistics and data.</li> <li>■ Track cases and services to victims.</li> <li>■ Share information with key stakeholders.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Integrated and seamless service delivery between stakeholders.</li> <li>■ Operational referral systems.</li> <li>■ Increased footprint of NGO service providers.</li> <li>■ Effective integrated case management systems and mechanisms operational.<sup>54</sup></li> </ul>	DSD, DoH, SAPS, NPA, DOJ&CD, Provincial and Local Government, NGO sector All
<b>4. Barriers faced by vulnerable groups addressed</b>			
<b>4.1 Strategies developed and implemented to address barriers faced by vulnerable groups</b>	<ul style="list-style-type: none"> <li>■ Address barriers faced by vulnerable groups, including but not limited to: <ul style="list-style-type: none"> <li>■ children – child friendly and age appropriate;</li> <li>■ LGBTIQA+ – inclusive and non-discriminatory;</li> <li>■ sex workers – non judgemental;</li> <li>■ persons with disabilities (e.g., language modifications and accessibility of services for persons with disabilities); and</li> <li>■ migrants (e.g., language barriers, refusal of access to services due to status/documentation).</li> </ul> </li> <li>■ Ensure service points and services are victim friendly e.g. shelters provide integrated support and address the needs of marginalised groups (transgender victims, LGBTIQA+ and others); rehabilitation facilities for substance abuse treatment are family-friendly and provide appropriate shelter for victims with children.</li> </ul>	<ul style="list-style-type: none"> <li>■ Barriers to accessing services and treatment due to stigma and attitudes of service providers addressed through protocols and training interventions.</li> </ul>	All
<b>5. Victims' voices heard and considered</b>			
<b>5.1 The voices of victims are heard throughout the criminal justice process</b>	<ul style="list-style-type: none"> <li>■ Ensure that victims' views are sought, considered and made mandatory (e.g., gun violence s102 and s103 hearings, bail, parole, sentencing proceedings). <ul style="list-style-type: none"> <li>■ Capacitate victims to participate in court proceedings.</li> <li>■ Provide support services to vulnerable groups to enable participation (e.g. children, disabled).</li> </ul> </li> <li>■ Ensure victims are informed of court processes.</li> <li>■ Empower public to know and demand their rights.</li> </ul>	<ul style="list-style-type: none"> <li>■ Rights of victims to be heard and views considered integrated in legal and policy frameworks.</li> <li>■ CJS functionaries trained to ensure adherence and compliance.</li> <li>■ Public awareness and education.</li> </ul>	DSD, DoH, SAPS, NPA, DOJ&CD, Provincial and Local Government All
<b>6. Victim services adequately resourced</b>			
<b>6.1 Allocation of adequate resources for victim services</b>	<ul style="list-style-type: none"> <li>■ Allocate adequate resources and capacity for full implementation. <ul style="list-style-type: none"> <li>■ Allocate sufficient resources for delivery of services.</li> <li>■ Increase the number of paraprofessionals and lay counsellors employed and trained.</li> <li>■ Ring fence/dedicate line function budgets for victim services and support.</li> <li>■ Ensure effective disbursement of Criminal Assets Recovery Account funding.</li> </ul> </li> <li>■ Promote partnerships with the NPO sector. <ul style="list-style-type: none"> <li>■ Develop comprehensive resourcing strategy and funding model for NPOs, with norms and standards for provision of integrated services and support.</li> <li>■ Develop strategic partnerships with civil society and private sector.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Comprehensive basket of victim services fully funded.</li> <li>■ Improved Resourcing Strategy and Funding Model for NPOs.</li> <li>■ Strategic Partnerships with civil society and private sector.</li> </ul>	DSD, DoH, SAPS, NPA, DOJ&CD, Provincial and Local Government All
<b>7. Active participation by communities in victim support interventions</b>			
<b>7.1 Active participation of communities in victim support interventions</b>	<ul style="list-style-type: none"> <li>■ Sensitise communities on how to treat and support victims of crime and violence through education and awareness campaigns.</li> <li>■ Ensure information on victim services is accessible to communities.</li> <li>■ Support community-based interventions providing support to victims of crime and violence.</li> </ul>	<ul style="list-style-type: none"> <li>■ Integrated focus on the role of communities, community-based structures, civil society institutions and organisations; schools, tertiary institutions, private and public sector in victim support interventions.</li> </ul>	DSD, DoH, SAPS, NPA, DOJ&CD, Provincial and Local Government All



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

### 4A

#### ACCESS TO COMPREHENSIVE CRIME AND VIOLENCE PREVENTION AND SAFETY AND SECURITY SERVICES

DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
1. Accessible primary, secondary and tertiary programmes and services	<ul style="list-style-type: none"><li>■ Scale up services and programmes.</li><li>■ Deliver evidence-based, quality programmes and interventions:<ul style="list-style-type: none"><li>■ Develop and implement norms and standards.</li><li>■ Develop and implement quality assurance systems.</li></ul></li></ul>	<ul style="list-style-type: none"><li>■ Increase footprint of primary, secondary and tertiary programmes and services addressing crime and violence prevention.</li></ul>	All DSD DoH, DBE, SAPS, NPA, DOJ&CD, provincial and local government
<b>2. Early screening of parents/caregivers and children for risk factors</b>			
2.1 Early screening of parents/ caregivers and children for risk factors	<ul style="list-style-type: none"><li>■ Develop screening tools.</li><li>■ Implement screening for risk factors at community sites, clinics, ECD centres, schools.</li><li>■ Train and capacitate service providers.</li></ul>	<ul style="list-style-type: none"><li>■ Effective screening for the risk of crime and violence at community sites, clinics ECD centres and learning environments.</li></ul>	All DoH, DSD, DBE, SAPS, NPA, DOJ&CD
<b>3. Functional and integrated referral pathways</b>			
3.1 Effective referral systems between sector departments and NPOs	<ul style="list-style-type: none"><li>■ Develop referral systems and protocols.</li><li>■ Establish effective linkages to ensure continuation of support and services between interventions and programmes across sectors.</li><li>■ Track service provision.</li></ul>	<ul style="list-style-type: none"><li>■ Referral systems and protocols implemented.</li><li>■ Monitoring and Evaluation systems operational</li><li>■ Integrated service provision.</li></ul>	All DoH, DSD, DBE, SAPS, NPA, DOJ&CD
<b>4. Effective interdepartmental and sectoral coordination</b>			
4.1 Integrated data management and surveillance systems implemented and operationalised across service areas	<ul style="list-style-type: none"><li>■ Ensure seamless delivery, prevent duplication and share resources.</li><li>■ Monitor and track delivery of services.</li></ul>	<ul style="list-style-type: none"><li>■ Integrated data management and surveillance systems.</li><li>■ Effective monitoring, evaluation and reporting.</li></ul>	All
4.2 Functional mechanisms for interdepartmental and intersectoral coordination	<ul style="list-style-type: none"><li>■ Implement mechanisms for interdepartmental and intersectoral coordination.</li><li>■ Implement communication systems and protocols.</li></ul>	<ul style="list-style-type: none"><li>■ Mechanisms for interdepartmental and intersectoral coordination operational at all levels (national, provincial, local, district, service points)</li></ul>	All
4.3 Effective coordination mechanisms	<ul style="list-style-type: none"><li>■ Develop effective coordination mechanisms for interdepartmental and intergovernment coordination.</li><li>■ Capacitate coordination bodies with skilled senior staff.</li><li>■ Monitor deliverables.</li></ul>	<ul style="list-style-type: none"><li>■ Effective coordination mechanisms.</li></ul>	All
<b>5. Integrated service delivery</b>			
5.1 Integrated service delivery sites	<ul style="list-style-type: none"><li>■ Implement integrated service delivery sites for<ul style="list-style-type: none"><li>■ sexual and gender-based violence (SGBV)<ul style="list-style-type: none"><li>■ TCCs</li><li>■ FCS Units</li><li>■ Sexual Offences Courts</li><li>■ Shelters – for youth, children and other identified target groups.</li></ul></li></ul></li></ul>	<ul style="list-style-type: none"><li>■ Increase in integrated service delivery sites.</li></ul>	All
<b>6. Professional and responsive service provision</b>			
6.1 Equipped and trained state functionaries	<ul style="list-style-type: none"><li>■ Develop capacities of service providers.<ul style="list-style-type: none"><li>■ Implement National Development Plan recommendations to improve sector departments.</li><li>■ Implement Integrated Justice System and Criminal Justice Improvement Plans.</li><li>■ Implement White Paper on Police (police professionalism).</li></ul></li></ul>	<ul style="list-style-type: none"><li>■ Equipped and trained state functionaries.</li></ul>	All
6.2 Professional and high-quality service	<ul style="list-style-type: none"><li>■ Vet and accredit service providers.</li><li>■ Recruit, train and capacitate staff to deliver quality services.</li><li>■ Strengthen oversight and monitoring systems.</li><li>■ Strengthen complaint management systems in every government department to respond to problems and issues in service delivery.</li><li>■ Develop and implement norms and standards.</li><li>■ Integrate obligations and responsibilities into performance indicators, service agreements, performance plans and performance agreements (departmental and individual).</li><li>■ Implement consequence management for non-compliance.</li></ul>	<ul style="list-style-type: none"><li>■ Professional and high quality service provision.</li><li>■ Performance indicators address professionalisation.</li><li>■ Sanctions for non-compliance implemented.</li></ul>	



## 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 address spatial injustice and the legacy of apartheid planning; promote inclusive development; facilitate an integrated approach to human development; integrate community safety into planning, housing, social development and economic development; and are concerned with provision of infrastructure services, access to basic services, and skills development and employment initiatives.

### 5A

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

DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
1. A comprehensive and enabling policy and legislative environment for CPTED	<ul style="list-style-type: none"> <li>■ 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.</li> <li>■ Develop CPTED policy and guidelines for all spheres of government that <ul style="list-style-type: none"> <li>■ integrate CPTED principles into existing and new policy frameworks, addressing the built environment, spatial planning and land use;<sup>55</sup></li> <li>■ ensure consideration of different contexts, locations, and conditions;</li> <li>■ provide process indicators and address prerequisites (e.g., assessments of local contexts;<sup>56</sup> community engagement);</li> <li>■ embed proactive planning for safety;</li> <li>■ 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);</li> <li>■ provide methods of incorporating safety and violence prevention into urban development and upgrading initiatives;<sup>57</sup> and</li> <li>■ promote a multisectoral approach to planning and implementation in all spheres of government.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ CPTED policy and guidelines developed.</li> <li>■ Integration of CPTED principles in policy and legislation addressing design, planning, management and maintenance of built environments, spatial planning and land use.</li> </ul>	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 <sup>58</sup>	<ul style="list-style-type: none"> <li>■ Implement CPTED principles in social housing and other physical developments and upgrades by municipalities, provinces, national government and the private sector.</li> <li>■ Integrate CPTED into all aspects of social and economic development.</li> <li>■ Make provision for social facilities (e.g., sports and recreation facilities, community centres, health care, learning and skills centres, arts and culture).</li> <li>■ Make provision for early childhood facilities and services (e.g., ECD facilities, centres and services) in planning, development and upgrading of human settlements.</li> <li>■ 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.</li> <li>■ Create and maintain safe public spaces. <ul style="list-style-type: none"> <li>■ Promote multifunctionality of public spaces.</li> <li>■ Develop under-utilised/unused space.</li> <li>■ Promote community co-ownership.</li> </ul> </li> <li>■ Maintain existing infrastructure and services in high-risk areas.</li> <li>■ Incorporate urban safety, crime prevention and violence prevention requirements into urban and informal settlement upgrading interventions.</li> <li>■ Incorporate community safety and violence prevention strategies into informal settlement methodologies.</li> <li>■ Incorporate physical, social and economic interventions to address risk and prevention factors for crime and violence in informal settlement upgrading interventions.</li> </ul>	<ul style="list-style-type: none"> <li>■ Integration of CPTED principles in social housing and other physical developments.<sup>59</sup></li> <li>■ Mandatory requirements for compliance with CPTED guidelines in grant applications and upgrading of informal settlement programmes.</li> <li>■ Extension Urban Settlements Grant to secondary cities and municipalities addressing rapid urbanisation.</li> </ul>	DCoG, Rural Development, Environmental Affairs, DHS DED, DPW, DoT, provincial and local government. NT

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

DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
3. Targeted economic development for places identified as unsafe	<ul style="list-style-type: none"> <li>■ Increase mobility, access to infrastructure and social and economic opportunities.</li> <li>■ Implement development and empowerment programmes for women and youth.</li> </ul>	<ul style="list-style-type: none"> <li>■ Prioritisation of unsafe spaces for economic development and upgrading.</li> </ul>	DCoG, Rural Development, Environmental Affairs, DHS, provincial and local government
4. Effective implementation of CPTED strategies	<ul style="list-style-type: none"> <li>■ Allocate budget and resources: <ul style="list-style-type: none"> <li>■ to capacitate implementers</li> <li>■ for effective implementation</li> <li>■ for management</li> <li>■ for maintenance of interventions.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Budgets and resources allocated.</li> </ul>	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"> <li>■ Implement effective monitoring system to ensure compliance. <ul style="list-style-type: none"> <li>■ Develop targets and indicators to measure progress of mainstreaming of CPTED at all levels of government.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Integrate CPTED compliance into regulation, monitoring and enforcement systems.</li> </ul>	All
6. Integrated management of environmental planning and design strategies and interventions	<ul style="list-style-type: none"> <li>■ Promote an integrated approach between different spheres of government (local, provincial and national).</li> <li>■ Create and capacitate management teams, support structures and vehicles to drive implementation, ongoing maintenance and oversight of interventions.</li> <li>■ Integrate environmental planning and design strategies with other community safety, crime prevention and violence prevention interventions and programmes.</li> <li>■ Develop communication linkages to police, law enforcement and other institutions promoting community safety.</li> </ul>	<ul style="list-style-type: none"> <li>■ Multisectoral planning mechanisms to drive integrated planning with teams with different stakeholders.</li> </ul>	DCoG, Economic Development, Treasury, Rural Development, Environmental Affairs, DHS, DoT, provincial and local government
7. Application of CPTED in private sector development	<ul style="list-style-type: none"> <li>■ Integrate CPTED into regulatory framework for private sector. <ul style="list-style-type: none"> <li>■ Provide incentives for the application of CPTED in private sector development.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Integrate incentives for compliance with CPTED.</li> </ul>	All
8. Increased capacity in the field of CPTED	<ul style="list-style-type: none"> <li>■ Develop CPTED discourse relevant to South Africa.</li> <li>■ Build consensus on what CPTED means, and its relevance to SA context.<sup>60</sup></li> <li>■ Develop institutional capacity to research, advise and monitor application of CPTED.</li> <li>■ Equip and capacitate practitioners to apply CPTED.</li> <li>■ Educate and capacitate practitioners: public service, private sector, professional bodies.</li> <li>■ Transform culture of town planning profession.</li> <li>■ Review curriculum at tertiary institutions.</li> <li>■ Capacitate and train planners (town planners, transport planners, practitioners, built environment professionals) on CPTED.</li> <li>■ Monitor and support inclusive development and application of CPTED principles in government (national, provincial and local) and private sector.</li> </ul>	<ul style="list-style-type: none"> <li>■ CPTED mainstreamed</li> <li>■ Dedicated capacity to research, advise and monitor application of CPTED.</li> <li>■ Education and training opportunities on CPTED.</li> <li>■ Curricula at tertiary institutions incorporate CPTED principles, which are relevant to local contexts.</li> </ul>	National, provincial and local government responsible for planning. DHE, DPW, DoT, 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"> <li>■ Develop sustainable and meaningful community participation in planning of new human settlements, economic developments and upgrading initiatives.</li> <li>■ Build and maintain social cohesion in communities.</li> <li>■ Establish and maintain partnerships with NGOs.</li> <li>■ Embed community engagement in sustainability, maintenance and operation of public spaces.</li> <li>■ Ensure ongoing community participation from the outset in spatial planning designs and layouts, with inputs integrated into finalised plans.</li> <li>■ Capacitate, equip and resource communities for effective engagement, to monitor developments and service provision.</li> </ul>	<ul style="list-style-type: none"> <li>■ Process indicators for meaningful community participation and co-creation embedded in policy and development frameworks.</li> <li>■ Prerequisites for meaningful community participation and partnerships embedded in informal settlement upgrading programmes.</li> </ul>	All



## PILLAR 6: ACTIVE PUBLIC AND COMMUNITY PARTICIPATION

### 6A

#### SUSTAINABLE FORUMS FOR COORDINATED AND COLLABORATIVE ACTION ON COMMUNITY SAFETY

DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
1. Strengthened legal, policy and regulatory frameworks for sustainable community forums	<ul style="list-style-type: none"> <li>■ Strengthen legal, policy and regulatory frameworks for the establishment of sustainable forums for meaningful community participation in community safety, and crime and violence prevention.</li> <li>■ Align policy to broader government policy framework addressing active citizen participation and public participation.</li> <li>■ Implement CPF and CSF policy. <ul style="list-style-type: none"> <li>■ Establish fully and effectively functioning CPF.</li> <li>■ Establish fully and effectively functioning CSF.</li> <li>■ Allocate resources for the functioning of CPF and CSF.</li> </ul> </li> <li>■ Integrate community safety into existing mechanisms for community engagement and participation. <ul style="list-style-type: none"> <li>■ Local level: integrated development planning process (IDPs, ward-based plans), municipal councils.</li> <li>■ Provincial level</li> <li>■ National level</li> </ul> </li> <li>■ Ward Councillors to identify safety issues with communities, develop intervention plans and elevate safety issues to municipal councils for intervention.</li> <li>■ Ward Councillors should form part of CPF and CSF structures as part of their constituency work.</li> </ul>	<ul style="list-style-type: none"> <li>■ Coherent policy framework across government</li> <li>■ CPF and CSF policy reviewed and strengthened</li> <li>■ Community safety, crime and violence prevention outcomes mainstreamed.</li> </ul>	DOJ&CD, CSPS, DCoG, DSD, SALGA, provincial and local government
2. Sustainable forums for community participation in community safety, crime prevention and violence prevention	<ul style="list-style-type: none"> <li>■ Increase the number of functional forums (CPFs, CSFs, other). <ul style="list-style-type: none"> <li>■ Prescribe functionality indicators in regulatory framework (e.g., interventions/activities, meaningful community participation, stakeholder participation, representation of vulnerable groups).</li> </ul> </li> <li>■ Resource and support forums. <ul style="list-style-type: none"> <li>■ Implement funding models (addresses capacity development).</li> <li>■ 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.</li> </ul> </li> <li>■ Develop monitoring tools and instruments for effective oversight and accountability.</li> </ul>	<ul style="list-style-type: none"> <li>■ Increase in community participation in crime and violence prevention interventions.</li> <li>■ Roles and responsibilities of sector departments and spheres of government clarified.</li> </ul>	All

### 6B

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

DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
1. Active public and community participation in crime and violence prevention interventions	<ul style="list-style-type: none"> <li>■ Departmental strategies and plans include initiatives for active citizen participation (including but not limited to provincial strategies, policing needs and priorities (SAPS), IDPs and municipalities). <ul style="list-style-type: none"> <li>■ Advocate a people-centred development approach; apply participatory processes and methods; promote proactive partnerships between government and communities.</li> </ul> </li> <li>■ 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"> <li>■ Strategies and interventions provide for capacity building of communities.</li> <li>■ Strategies and interventions facilitate ongoing community participation from design and inception phase through to implementation and monitoring.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Departmental strategies and plans address active citizen participation.</li> <li>■ Interventions to build capacity in communities and among vulnerable groups including women, children, youth and persons with disabilities.</li> <li>■ Monitoring and evaluation systems include modalities for community participation.</li> <li>■ Strategies to address barriers for community participation developed.</li> <li>■ Evidence based community mobilisation programmes implemented.</li> <li>■ Accessible information on crime and violence available.</li> <li>■ Evidence based.</li> <li>■ Awareness and education interventions implemented.</li> </ul>	

DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
	<ul style="list-style-type: none"> <li>■ 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"> <li>■ Integrate community reporting mechanisms into monitoring and reporting frameworks.</li> <li>■ Develop tools for community feedback and reporting.</li> <li>■ Clarify obligations of government stakeholders (e.g., reporting back, attendance of dialogues).</li> <li>■ Capacitate and train communities to participate in monitoring and reporting.</li> <li>■ Resource community monitoring systems.</li> </ul> </li> <li>■ Address barriers to community participation. <ul style="list-style-type: none"> <li>■ Improve accessibility of public engagement processes.<sup>61</sup></li> </ul> </li> <li>■ Mobilise communities. <ul style="list-style-type: none"> <li>■ Develop effective, evidence-based awareness and education campaigns.</li> <li>■ Address risk factors (substance abuse, GBV, positive parenting, etc.)</li> <li>■ Provide information on how to access support services (e.g., psychosocial support, substance abuse treatment, shelters).</li> </ul> </li> <li>■ 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.</li> <li>■ 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).</li> <li>■ Mobilise existing capacity in communities (NPOs, role models, coaches, teachers, community leaders).</li> <li>■ Provide funding for community mobilisation. <ul style="list-style-type: none"> <li>■ Support and resource groups in communities at local level to educate, mobilise communities around local issues and equip communities to engage effectively with government.</li> </ul> </li> </ul>		DCoG, provincial and local government, CSPS, DSD, SAPS All
2. Government is responsive to community and civil society	<ul style="list-style-type: none"> <li>■ Provide incentives for government, civil society, private sector and communities. <ul style="list-style-type: none"> <li>■ Integrate into performance management and employee rewards systems.</li> </ul> </li> <li>■ Train and equip government officials to enable effective community participation. <ul style="list-style-type: none"> <li>■ Develop process indicators and tools to support and guide government officials (e.g., inclusive, participatory and responsive methods of participation and engagement).</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Performance management and employee rewards systems provide incentives for community co-ownership.</li> <li>■ Process indicators and tools developed to support and guide government officials on effective community participation methods and strategies.</li> </ul>	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"> <li>■ Community safety, crime prevention and violence prevention are integrated into all community-based initiatives. <ul style="list-style-type: none"> <li>■ Institutionalise crime prevention and violence prevention in the CWP and EPWP.</li> <li>■ 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).</li> <li>■ Capacitate and train existing community care workers on crime and violence prevention interventions.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Crime and violence prevention outcomes institutionalised into existing programmes.</li> </ul>	DPW, 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"> <li>■ Integrate community safety plans into IDPs and ward plans. <ul style="list-style-type: none"> <li>■ Implement through community plans, audits, surveys.</li> </ul> </li> <li>■ Empower and capacitate communities to participate in development of community safety planning (audits, monitoring and interventions).</li> <li>■ Mobilise effective community engagement in the development of policing needs and priorities.</li> <li>■ Promote meaningful community participation in the development of policy, strategies and plans.</li> </ul>	<ul style="list-style-type: none"> <li>■ IDPs reflect community safety interventions.</li> <li>■ Community participation in community safety planning.</li> <li>■ Polices, strategies and plans address community participation and co-ownership.</li> </ul>	All

**6C**

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

DELIVERABLE	KEY ACTIONS	HIGH-LEVEL GUIDELINES FOR KEY PERFORMANCE INDICATORS	RESPONSIBLE/LEAD BUSINESS UNIT OR DEPT
1. Develop sustainable partnerships with the private and NPO sector	<ul style="list-style-type: none"><li>■ Develop public-private partnerships.<ul style="list-style-type: none"><li>■ 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.</li><li>■ Provide technical input to support implementation of prevention programmes.</li><li>■ Adopt innovative and creative approaches which are evidence based to engage communities e.g. dialogues, story-telling, healing circles with trained facilitators, use of multi-media, creative and performing arts etc.</li></ul></li><li>■ Strengthen partnerships with the NPO sector.<ul style="list-style-type: none"><li>■ Develop funding models to resource partnerships with NPO sector.</li><li>■ Equip NGOs and CBOs to deliver quality, evidence-based crime and violence prevention programmes.<ul style="list-style-type: none"><li>■ Allocate adequate resources to address full costs of programme delivery.</li><li>■ Develop norms and standards, quality assurance and monitoring mechanisms.</li></ul></li></ul></li></ul>	<ul style="list-style-type: none"><li>■ Increase joint initiatives with private sector on crime prevention and violence prevention.</li><li>■ Increase investment in research and evaluation of prevention programmes.</li><li>■ Funding model for NPO sector partnerships implemented.</li></ul>	Treasury, DSD, DBE, DoH, SAPS, DCoG, DCS, Sports, Arts and Culture, provincial and local government



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

## 14.1 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.

### 14.1.1 IMPROVE POLICY COHERENCE

OBJECTIVE	MECHANISMS
14.1.1.1 Align national policy and strategy to effectively address community safety, crime and violence prevention.	<ul style="list-style-type: none"> <li>■ Early intervention to prevent crime and violence integrated into education, health, social development and economic development policies.</li> <li>■ Aligning policies addressing violence against women, children and vulnerable groups.</li> <li>■ 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).</li> <li>■ Strengthening the policy framework for participation of civil society and improving the funding model for the non-profit sector.</li> </ul>
14.1.1.2 Strengthen intergovernmental relations (IGR) and functioning of IGR forums.	<ul style="list-style-type: none"> <li>■ IGR mechanisms can facilitate the alignment of national and provincial policy with local government by strengthening processes and mechanisms of engagement and consultation.</li> </ul>
14.1.1.3 Local government's community safety mandate and the roles of national and provincial government in supporting local government.	<ul style="list-style-type: none"> <li>■ The development of guidelines establishing the role of local government in community safety, crime prevention and violence prevention; key performance indicators for IDPs; and the role of national and provincial government in supporting local government.</li> </ul>

## 14.1.2 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
14.1.2.1 Clarify the role of local government in community safety.	<p>Development of guidelines/regulations to address the mandate of local government in respect of community safety. Develop key performance indicators for IDPs, addressing:<sup>62</sup></p> <ul style="list-style-type: none"> <li>■ 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.</li> <li>■ The development of municipal community safety plans.</li> <li>■ Criteria for the integration of community safety into IDPs.</li> <li>■ Legislative and policy sector service requirements for community safety.</li> <li>■ Location and accountability for implementation of the Strategy.</li> <li>■ Monitoring and evaluation systems across municipalities that address progress and impact.</li> <li>■ Institutional arrangements for: <ul style="list-style-type: none"> <li>■ community safety interventions</li> <li>■ community participation and engagement mechanisms</li> <li>■ stakeholder management processes</li> <li>■ partnerships with civil society and community-based organisations</li> </ul> </li> <li>■ Resources and institutional capacity are needed to implement the Strategy, including in the relationship between different spheres of government in respect of community safety.<sup>63</sup></li> <li>■ Strengthen intergovernmental forums at provincial and local level dealing with community safety (s47 of the IGRF Act).</li> </ul>
14.1.2.2 Clarify the responsibilities of provinces and strengthen relationship with Municipalities.	<p>Amendment/strengthening of legislation and development of guidelines to:</p> <ul style="list-style-type: none"> <li>■ Clarify the role of provinces (Office of the Premier and DCoG) in facilitating intergovernmental relations in respect of community safety.</li> <li>■ 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.</li> <li>■ Clarify provincial support, oversight and monitoring.</li> <li>■ Guidelines should address <ul style="list-style-type: none"> <li>■ 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).</li> <li>■ 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.</li> <li>■ 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.</li> <li>■ Responsibility for facilitating and sourcing of funding and resources for local government.</li> <li>■ 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.</li> </ul> </li> </ul>
14.1.2.3 Develop model by-laws on community safety, crime and violence prevention to guide local government.	<ul style="list-style-type: none"> <li>■ Provision is made in the legislative framework for the national minister responsible for provincial and local government and the Member of the Executive Council responsible for local government in the province to draft by-laws (s 14 (1) and 14 (2) Local Government Municipal Systems Act 32 of 2000).</li> <li>■ 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) Local Government Municipal Systems Act 32 of 2000).</li> <li>■ 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.<sup>64</sup></li> </ul>
14.1.2.4 Clarify the role of the Civilian Secretariat for Police Service and provincial secretariats in respect of crime and violence prevention.	<ul style="list-style-type: none"> <li>■ Strengthen the Civilian Secretariat for Police Service Act regulations to clarify obligations of the CSPS and provincial secretariats in respect of community safety.</li> <li>■ 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"> <li>■ their role in facilitating intergovernmental relations;</li> <li>■ the nature of assistance and support to be provided to local municipalities; and</li> <li>■ 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.</li> </ul> </li> </ul>

## 14.1.2 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.

14.1.2.5 <b>Strengthening the legal framework for provision of victim services, care and support.</b>	(Set out in Pillar 3: Victim Support.)
14.1.2.6 <b>Strengthen the legal framework to prevent gun violence.</b>	(Set out in Pillar 2: Early Intervention to Prevent Crime and Violence and Promote Safety.)
14.1.2.7 <b>Strengthen the legal framework for adult diversion services.</b>	(Set out in Pillar 1B: An Effective Criminal Justice System: Diversion, Rehabilitation and Reintegration Programmes.)
14.1.2.8 <b>Strengthen the legal framework for restorative justice.</b>	(Set out in Pillar 1C: An Effective Justice System: Restorative Justice Programmes and Interventions.)
14.1.2.9 <b>Strengthen the legal framework to address gender-based violence.</b>	(Set out in Pillar 1A, Section 4: An Effective Justice System: Strategies addressing violence against women and children, and vulnerable groups.)
14.1.2.10 <b>Review legislation to deal with criminal justice responses to substance abuse.</b>	(Set out in Pillar 2D, section 2.2: Early Intervention: Accessible, effective, substance abuse treatment and prevention.)

## 14.1.3 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"> <li>■ 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.</li> </ul>

## 14.1.4 INTEGRATE INTERGOVERNMENTAL COOPERATION TO FACILITATE POLICY ALIGNMENT

OBJECTIVE	MECHANISMS
Strengthen IGR forums.	<ul style="list-style-type: none"> <li>■ 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.</li> <li>■ 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.<sup>65</sup></li> </ul>

## 14.1.5 ALIGN MONITORING AND EVALUATION SYSTEMS ACROSS GOVERNMENT

OBJECTIVE	MECHANISMS
Align strategic planning and reporting frameworks across national, provincial and local government.	<ul style="list-style-type: none"> <li>■ 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.</li> <li>■ 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.</li> <li>■ 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.</li> <li>■ 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.</li> </ul>

#### 14.1.6 STRENGTHEN REPORTING MECHANISMS

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

## 14.2 Align Strategies Addressing Crime and Violence Prevention

#### 14.2.1 INTEGRATE AND MAINSTREAM APPROACHES TO COMMUNITY SAFETY ACROSS GOVERNMENT

OBJECTIVE	MECHANISMS
<b>Ensure consistency in focus on crime and violence prevention.</b>	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).

#### 14.2.2 INTEGRATE STRATEGIC PLANNING ACROSS THREE SPHERES OF GOVERNMENT

<p><b>Align strategies on community safety, crime prevention and violence prevention between national, provincial and local spheres.</b></p> <p><b>Align the ICVPS with the DDM to facilitate integrated development planning and budgeting across the three spheres of government for effective implementation.</b></p>	<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 Strategy 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"><li>■ Strategies on community safety, crime prevention and violence prevention are aligned between national, provincial and local spheres.</li><li>■ Key performance indicators of national, provincial and local government are aligned to indicators of the Strategy.</li><li>■ Strategic plans of line function departments integrate community safety, crime prevention and violence prevention and are aligned to the Strategy.</li><li>■ Strategic plans are supported by implementation plans with clear time frames.</li><li>■ 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"><li>■ the Strategy is integrated into provincial strategies at highest level;</li><li>■ provincial safety strategies are linked to district and local municipalities' IDPs;</li><li>■ key provincial strategies articulate a clear vision, strategic objectives, and indicators for community safety aligned to the Strategy;</li><li>■ Strategy outcomes are integrated into reporting and monitoring mechanisms of the province and the province's programme of action.</li></ul></li><li>■ Local government at the metro, district and municipal levels incorporate the Strategy's safety outcomes into their IDPs.</li></ul>
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## 14.3 Allocate Sufficient Budgets and Resources to Community Safety, Crime Prevention and Violence Prevention

### 14.3.1 BUDGET AND RESOURCE ALLOCATION

OBJECTIVE	MECHANISMS
Dedicated budgets and resources are allocated to support implementation of the Strategy.	<ul style="list-style-type: none"><li>■ 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"><li>■ Efforts to mobilise alternative sources of funding and resources need to be integrated into strategic planning processes.</li><li>■ Key performance indicators in strategic plans must be linked to outputs, which are matched to expenditure.</li></ul></li><li>■ Funding models for the NPO sector must address full costs of programmes.</li><li>■ Community safety, crime prevention and violence prevention focus must be mainstreamed into existing capacity development initiatives across government.</li></ul> <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"><li>■ reviewing ineffectual programmes and redirecting spending;</li><li>■ mobilising alternative sources of funding; and</li><li>■ working in a more integrated manner to address duplication and wasteful expenditure.</li></ul> <p>Mechanisms to address funding and resourcing include:</p> <ul style="list-style-type: none"><li>■ 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.</li><li>■ Integrating a focus on community safety in current capacity-building initiatives (DCoG).</li><li>■ Sourcing funding from SETAs for capacity building.</li><li>■ Engaging DPW and DCoG to develop guidelines to institutionalise crime and violence prevention in existing programmes, EPWP and CWP.</li><li>■ Engaging DOJ&amp;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.</li><li>■ 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.</li></ul>

## 14.4 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.

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

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

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

OBJECTIVE	MECHANISMS
<b>Resourced National Centre for Community Safety, Crime and Violence Prevention</b>	<p>The objectives of this Centre are to:</p> <ul style="list-style-type: none"> <li>■ provide expertise and support in the development of policies, strategies and plans;</li> <li>■ mobilise resources needed to sustain safety, crime prevention and violence prevention activities;</li> <li>■ facilitate shared learning and the development of partnerships;</li> <li>■ monitor implementation of the Strategy and conduct evaluations;</li> <li>■ collate and analyse data; and</li> <li>■ provide a central repository of knowledge and information.</li> </ul> <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"> <li>■ influence strategic plans and budgets through the provision of technical support;</li> <li>■ develop a knowledge base through research and evaluation of crime and violence prevention programmes;</li> <li>■ mobilise and channel resources towards evidence-based programmes; and</li> <li>■ capacitate government, civil society organisations and communities to implement crime and violence prevention programmes.</li> </ul> <p>The functions of the Centre include the following:</p> <ul style="list-style-type: none"> <li>■ Provide expertise and support in the development of policies, strategies and plans to the following role-players: <ul style="list-style-type: none"> <li>■ Government, through technical support in the development of new strategies and plans and the review/assessment of existing strategies/plans;</li> <li>■ NGOs, through technical support in development of programmes, implementation and monitoring and evaluation;</li> <li>■ The corporate/donor sector by linking with stakeholders, NGOs, communities and government, through: <ul style="list-style-type: none"> <li>■ capacity building, training and ongoing coaching/support to government, NGO and community practitioners;</li> <li>■ development of tools such as toolkits and accessible information on programme design, implementation and monitoring and evaluation;</li> <li>■ funding promising projects; and</li> <li>■ conducting implementation research that links programme design, evaluation and implementation.</li> </ul> </li> </ul> </li> <li>■ Mobilise resources needed to sustain safety, security and crime and violence prevention activities. <ul style="list-style-type: none"> <li>■ Secure and channel funding from donors, government and state funding agencies for training, capacity building and interventions.</li> </ul> </li> <li>■ Facilitate shared learning and the development of partnerships. <ul style="list-style-type: none"> <li>■ Conduct research on 'what works' (with civil society, by commissioning research and evaluations).</li> <li>■ Draw on and disseminate research from civil society, academia and international and continental sources.</li> <li>■ Facilitate relationships with implementers, practitioners, academics and government to ensure implementation of evidence-based programmes.</li> </ul> </li> <li>■ Foster collaborations across academic, government, civil society and private sector through: <ul style="list-style-type: none"> <li>□ dialogues to identify research priorities and share information;</li> <li>□ partnerships for multisectoral implementation research;</li> <li>□ training to build capacity for research and analysis, and practice;</li> <li>□ information sharing; and</li> <li>□ funding.</li> </ul> </li> <li>■ Monitor implementation and conduct evaluations. <ul style="list-style-type: none"> <li>■ Commission research and evaluations.</li> </ul> </li> <li>■ Collate and analyse data.</li> <li>■ Provide a repository of knowledge and information. <ul style="list-style-type: none"> <li>■ Develop a knowledge base, accessible to all practitioners and communities.<sup>66</sup></li> </ul> </li> </ul> <p>Consideration should be given by provinces to building research capacity by integrating a focus on crime and violence prevention in existing units i.e. Office of the Premier M&amp;E units; and/or developing partnerships with Institutions of Higher Learning and Research Bodies.</p>

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

OBJECTIVE	MECHANISMS
<b>Capacity in the Office of the Premier to drive implementation of the Strategy</b>	<p>The Office of the Premier should be capacitated to coordinate, monitor and evaluate implementation of the Strategy in each 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"> <li>■ promoting alignment to strategic planning processes and monitoring and evaluation systems to ensure a whole-of-province approach to implementation; and</li> <li>■ providing support to the Technical Committee of the Premier IGR Forum to drive implementation.</li> </ul> <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>

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

OBJECTIVE	MECHANISMS
<b>Capacity in the Office of the Premier to drive implementation of the Strategy</b>	<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><b>Location</b></p> <ul style="list-style-type: none"> <li>■ <b>District and Municipal</b></li> </ul> <p>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.</p> <ul style="list-style-type: none"> <li>■ <b>Municipal Manager's Office</b></li> </ul> <p>This function should be driven by the Municipal Manager as accounting officer. The location of the coordination function in municipalities should facilitate:</p> <ul style="list-style-type: none"> <li>■ an inter-sectoral focus with municipal-wide application across municipal departments;</li> <li>■ integration into IDP and strategic management systems of the municipality;</li> <li>■ data collection and management across the municipality and other stakeholders;</li> <li>■ leadership and authority to drive coordination and collaboration;</li> <li>■ oversight and accountability;</li> <li>■ alignment of monitoring and performance management systems; and</li> <li>■ institutionalisation without politicisation.</li> </ul> <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"> <li>■ Support implementation of the Strategy at local level.</li> <li>■ Develop and coordinate implementation of the Municipal Community Safety Strategy.</li> <li>■ Facilitate institutional arrangements to: <ul style="list-style-type: none"> <li>■ facilitate alignment with municipal policies, strategies and priorities; provincial and national policy frameworks, plans and strategies;</li> <li>■ promote integrated safety planning and evidence-based planning within the municipality; and</li> <li>■ review instruments (regulations, codes, policy, by-laws) to determine whether they are outdated or adequate but requiring review.</li> <li>■ provide training and capacity development.</li> </ul> </li> <li>■ Manage stakeholder involvement.</li> <li>■ Monitor and evaluate.</li> <li>■ Conduct safety audits/ward profile audits and develop community safety plans.</li> <li>■ Undertake and commission research and surveys.</li> <li>■ Undertake programmes and interventions.</li> </ul>

**14.4.5****NSP GBVF COORDINATION MECHANISM**

OBJECTIVE	MECHANISMS
<b>Resource and capacitate coordination mechanisms for the NSP GBVF</b>	<ul style="list-style-type: none"> <li>■ Implement recommendations of the NSP GBVF</li> </ul>

**14.4.6****INTERGOVERNMENTAL COOPERATION SYSTEMS**

- Promote Coordination of Crime and Violence Prevention

## 14.5 Strengthening of Intergovernmental Cooperation Systems

### 14.5.1

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

OBJECTIVE	MECHANISMS
<b>Integrated focus on community safety in IGR forums</b>	<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"><li>■ 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.</li><li>■ 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.</li><li>■ 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.</li></ul> <p>To address challenges with existing IGR forums, the following is proposed:</p> <p><b>i Draft regulations and guidelines to facilitate effective coordination for implementation of the Strategy</b></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"><li>■ 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.</li></ul> <p>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.<sup>67</sup></p> <ul style="list-style-type: none"><li>■ Develop guidelines to facilitate effective coordination for implementation the Strategy.</li></ul> <p>Section 47 of the IGRF Act provides for the minister responsible for provincial and local government to issue regulations or guidelines relating to:</p> <ul style="list-style-type: none"><li>■ any matter prescribed in terms of the IGRF Act;</li><li>■ a framework for the coordinating and aligning of development priorities and objectives between the three spheres of government;</li><li>■ a framework for coordinating intergovernmental conduct and action affecting municipal functions;</li><li>■ implementation protocols;</li><li>■ indicators for monitoring and evaluating the implementation of the IGRF Act; and</li><li>■ any other matter that may facilitate the administration of the IGRF Act.</li></ul> <p>Guidelines should address:</p> <ul style="list-style-type: none"><li>■ the strengthening of intergovernmental forums at provincial and local level dealing with community safety (s47 of the IGRF Act);</li><li>■ the role of provinces (Office of the Premier and DCoG) in facilitating intergovernmental relations in respect of community safety;</li><li>■ 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</li><li>■ 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.</li></ul> <p><b>ii Strengthen IGR forums</b></p> <p>This can be achieved through:</p> <ul style="list-style-type: none"><li>■ 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"><li>■ obligations, roles and responsibilities of different departments and spheres of government;</li><li>■ priorities, aims and desired outcomes; and</li><li>■ indicators for effective implementation.</li></ul></li><li>■ Strengthening technical support structures.</li></ul> <p>The technical forums supporting the political forums listed above should be capacitated and resourced.</p> <p>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.</p> <p>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).</p>

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

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

## 14.6 Evidence-Based Planning and Implementation

### 14.6.1 STRATEGIC PLANNING IS KNOWLEDGE BASED

OBJECTIVE	MECHANISMS
Planning to be informed by analysis of needs based on context	<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"><li>■ line function departments, whose plans should be informed by information from provincial, district and local level;</li><li>■ provinces, in development of provincial profiles of the safety, crime and violence concerns in their respective provinces; and</li><li>■ 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.</li></ul> <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"><li>■ Line function national department strategies (informed by needs assessments and integrated provincial and local needs and priorities).</li><li>■ Provincial strategies (informed by provincial profiles and needs assessments and integrated local needs and priorities).</li><li>■ Municipal strategies (informed by community safety plans and audits).</li></ul> <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"><li>■ alignment/amendment of existing plans or development of new plans with the Strategy;</li><li>■ alignment/development of programmes and interventions to address gaps or challenges identified;</li><li>■ identification of legislative/regulatory, resource or budgetary limitations that require redress; and</li><li>■ intergovernmental cooperation and collaboration requiring attention.</li></ul>

### 14.6.2 STRATEGIES, INTERVENTIONS AND PROGRAMMES ARE EVIDENCE BASED

OBJECTIVE	MECHANISMS
Strategies, interventions and programmes are evidence based	<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>The availability and collection of data is a critical component in conceptualisation, design, implementation and evaluation of strategies and interventions.</p>

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

OBJECTIVE	MECHANISMS
Planning informed by reliable, inter-sectoral, disaggregated data	<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> <ul style="list-style-type: none"> <li>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.</li> <li>ii. Data should be used to inform planning, to: <ul style="list-style-type: none"> <li>■ identify and define the incidence and prevalence of crime and violence reported and unreported;</li> <li>■ identify the scale, scope and location of safety problems;</li> <li>■ 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);</li> <li>■ identify availability and gaps in services and delivery;</li> <li>■ assess the effectiveness of the allocation of resources;</li> <li>■ identify, develop and test interventions, which can then be implemented; and</li> <li>■ evaluate what works, and develop a repository of evidence-based knowledge for future use.</li> </ul> </li> <li>iii. Data must be disaggregated to facilitate analysis and identification of drivers and risk factors. <ul style="list-style-type: none"> <li>■ 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.</li> </ul> </li> <li>iv. Data collection must be ongoing and institutionalised in reporting arrangements. <ul style="list-style-type: none"> <li>■ 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.</li> </ul> </li> <li>v. Data systems must be integrated and accessible. <ul style="list-style-type: none"> <li>■ 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. <ul style="list-style-type: none"> <li>□ Protocols must be established to facilitate integration, management, distribution, analysis and sharing of data.</li> </ul> </li> </ul> </li> </ul>

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

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

### 14.7.2 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 risks, needs and demands and audit of current programmes and interventions to ensure appropriate intervention and allocation of resources.</p>

### 14.7.3 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"><li>■ primary, secondary and tertiary levels</li><li>■ risk, protection and resilience factors at individual, family, community, societal and macro structural levels</li><li>■ context-appropriate interventions for categories of vulnerable/at risk target groups</li><li>■ disaggregation of programmes for various vulnerable/at risk groups.</li></ul> <p>Services must be integrated, providing a continuum of care and support between service departments.</p>

### 14.7.4 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"><li>■ norms and standards</li><li>■ oversight and quality assurance mechanisms<ul style="list-style-type: none"><li>■ Interventions and programmes must be provided by trained and capacitated service providers.</li><li>■ Service providers must be equipped and trained.</li><li>■ Services providers must be accredited and vetted.</li></ul></li></ul>

### 14.7.5 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"><li>■ MOUs</li><li>■ service delivery agreements</li><li>■ joint programmes and partnerships</li><li>■ protocols</li><li>■ established referral pathways.</li></ul>

## 14.8 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 (this includes traditional leadership, faith based sector and other community and social networks)<sup>68</sup>.

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.

### 14.8.1 INSTITUTIONALISATION OF COMMUNITY PARTICIPATION

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

## 15.1 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 strategies, 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 and implementation of the ICVPS.

#### LEGISLATION AND POLICY



#### STRATEGIES



- Ensure the integration of safety and security outcomes into national government's strategic frameworks.
- Ensure that strategies, plans, key performance indicators, 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



#### INTERGOVERNMENTAL COOPERATION 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.
- Coordinate 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 coordinate 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.

## 15.2 Provincial Government

### THE ROLE OF PROVINCIAL GOVERNMENT INCLUDES THE FOLLOWING:



#### BUDGETS AND RESOURCES

- Allocate budgets for strategies, 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 and implementation of the ICPVS.



#### 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 GBVF.
- Ensure strategies, plans, key performance indicators, norms and standards are aligned with the safety, crime prevention and violence prevention outcomes.
- Ensure alignment of IDP planning and reporting to the Strategy.



#### STRATEGIES

- 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 COOPERATION SYSTEMS

- Develop implementation plans and protocols for implementation of the Strategy.
- Coordinate 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.
- Coordinate between provincial and local government (together with the provincial government department responsible for cooperative 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 for ICPVS in province to monitor impact.
- Coordinate 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 coordinate safety, crime prevention and violence prevention programmes and interventions in the province.
- Initiate and coordinate 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.

## 15.3 Local Government

### THE ROLE OF LOCAL GOVERNMENT INCLUDES THE FOLLOWING:



#### BUDGETS AND RESOURCES

- Lobby for budgets from provincial and national government.
- Allocate budgets for ICVPS, institutional arrangements, capacity, programmes and interventions for safety, crime prevention and violence prevention at local level.
- Mobilise funding and resources for safety, crime prevention and violence prevention programmes at local level.
- Provide capacity and support to implement the ICVPS.
- Capacitate and resource Implementation Structures for Safety, Crime and Violence Prevention.
- Report and account to municipal council for the spending of budgets and outputs for safety, crime prevention and violence prevention and implementation of the ICVPS.



#### LEGISLATION AND POLICY

- Align legislation (by-laws) and policy to safety, crime prevention and violence prevention outcomes of the ACVPS and NSP GBVF.



#### 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 key performance indicators 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 COOPERATION 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 key performance indicators in IDP.
- Conduct community safety audits on an annual basis.
- Report to municipal council on implementation and outcomes of the Strategy.



#### PROGRAMMES AND INTERVENTIONS

- Coordinate 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.

## 16.1 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. Responsibility for implementation of the ICVPS resides with the respective line function departments and spheres of government. This includes creating an enabling environment for non-state actors.
5. 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.

## 16.2 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. Coordinate 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 14.4.1: 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.)*

## 16.3 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 do 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 key performance indicators 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 14.1.1: Improve policy coherence; 14.1.2: Strengthen the legal and regulatory framework for crime and violence prevention; 14.1.6: Strengthen reporting mechanisms; 14.2.2: Integrate strategic planning across three spheres of government; 14.5: 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.)*

## 16.4 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;
  - Key performance indicators 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 14.1.2.4: 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 14.1.2.4: Clarify the role of the Civilian Secretariat for Police and Provincial Secretariats in respect of crime and violence prevention.)*

## 16.5 Justice, Crime Prevention and Security Cluster

The Justice, Crime Prevention and Security (JCPS) Cluster is pivotal in strengthening the coordination and streamlining of cluster department activities relating to the amongst others, the criminal justice system, crime and violence prevention, border management and broader programmes and interventions pursuant of safer communities.

All JCPS Cluster departments are expected to duly integrate crime and violence prevention outcomes in support of the indicators as proposed in this strategy. The JCPS Cluster will be the primary drivers for the successful implementation of the ICVPS.

The JCPS Cluster departments must implement the ICVPS in line with their departmental mandates. Their role is including but not limited to the following:

1. Ensuring an efficient, responsive and professional criminal justice sector
  - Implementing effective restorative justice programmes and interventions.
  - Adopting a single vision, mission, set of objectives, priorities and performance measurement targets for the CJS.
  - Strengthening monitoring and evaluation of the Integrated Justice System.
  - Prioritising improved performance of the courts.
  - Improving diversion programmes, rehabilitation and reducing recidivism.
  - Improving access to justice with a particular focus on vulnerable groups.
2. Adopting a holistic approach to crime prevention and community safety by ensuring that efforts are coordinated and seamlessly integrated.
3. Directing efforts towards the reduction of crime and violence.
4. Mobilising communities and establishing strategic partnerships in the reduction of crime and violence.

## 16.6 Provinces

### 16.6.1 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.<sup>69</sup> The Premier Provincial Intergovernmental Forum is therefore a key mechanism for ensuring integration of provincial priorities and alignment between provincial government departments.<sup>70</sup> The location of this coordinating role with the Office of the Premier will also facilitate engagement and reporting to the President's Coordinating Council 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.

### **16.6.2 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.

### **16.6.3 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 15.3: 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;<sup>71</sup>
- 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 include overseeing the development and drafting of IDPs.<sup>72</sup> Departments responsible for local government in provinces must monitor and support the development of IDPs and ensure integration of the Strategy in IDPs.<sup>73</sup>

- 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;<sup>74</sup>
  - 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.

#### 16.6.4 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 14.1.2.4: Clarify the role of the Civilian Secretariat for Police and Provincial Secretariats in respect of crime and violence prevention.)*

### 16.7 Local Government

Municipal Mayors must provide leadership and ensure that the responsible public representatives and officials actively drive the ICVPS in each municipality. Mayors must identify and mobilize key partners, authorize the development of rigorous safety audits and action plan with short - and long-term goals. Municipal Managers must assign staff to implement, monitor, and evaluate the plans, and act as conduits for exchanging expertise and good practices.<sup>75</sup>

Municipal Mayors will need to ensure the following:

- Establishment of a capacity in the Municipal Managers Office to drive implementation of crime and violence prevention initiatives

*(See Section 16.4: Provide capacity in the Municipal Manager's Office to drive implementation of the ICVPS in municipalities.)*

- Ensure the integration of crime and violence prevention interventions in the IDP

*(See Pillar 6A, Section 1: on information on strengthened legal, policy and regulatory frameworks for sustainable community forums; Pillar 6B, Section 1: for information on active public and community participation in crime and violence prevention interventions; Pillar 6B Section 4: on institutionalization of crime and violence prevention in local government.)*

- Establish strategic partnerships with Business

The ICVPS advocates for active citizenry and coordinated partnerships with participation from all members of society. A key systemic level requirement is that of budgets and resources, which stretch across government resources in the interest of developing economic growth and opportunities within communities. The business community becomes a critical strategic partner responsible for identifying and partnering with tangible initiatives that can be implemented to ensure sustainable economic development and foster the development and implementation of effective safety programmes. Furthermore, the business community is expected to support the implementation of the ICVPS through specific interventions and resources using the Public-Private Partnerships approach amongst others.

- Ensure rigorous monitoring and Evaluation

The ICVPS sets out the process to align monitoring and evaluation systems and reporting frameworks across government (*see Section 14.6 DPME*) 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 ICVPS seeks to create ownership and to ensure that community safety is integrated into core business.

## 16.8 Traditional and Khoi-san Leaders

The National House of Traditional Leaders Act 22 of 2009 provides that a traditional or Khoi-San leader performs functions provided for in terms of customary law and customs of the traditional or Khoi-San community concerned; and in terms of any applicable national or provincial legislation. The role of Traditional Leaders include participation and community engagements on local safety issues and escalating the safety issues to the municipalities and ward councilors for intervention. Where necessary, the National House of Traditional Leaders Act 22 of 2009 may be amended to provide additional powers to the traditional and khoi-san leaders councils in the fight against crime.

The Traditional Policing Framework for traditional leadership structures in safety and security, 2019 recognises the crucial role that traditional leaders play in creating safer communities. The effective implementation of the Framework will contribute positively in dealing with the underlying factors that give rise to crime and violence at the local level under the traditional leadership.

## 17 MONITORING AND EVALUATION

The Strategy sets out the process to align monitoring and evaluation systems and reporting frameworks across government (*see Sections 14.1.5 and 14.1.6*). 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 14.4.1: Strengthen capacity of the department responsible for planning, monitoring and evaluation (*also discussed in 15.2*) sets out the following role of the department responsible for planning, monitoring an 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 Monitoring and Evaluation framework will have to be undertaken in collaboration with the other spheres of government, including relevant line departments.
- To coordinate 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 Monitoring and Evaluation 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 14.1.6: *Strengthen reporting mechanisms*) will provide:

- clear linkages between key performance indicators 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:



## 18 REVIEW OF STRATEGY

The ICVPS will be reviewed every five (5) years, led by the Presidency through the PCC, PCAS and DPME.

## ANNEXURE A

### LEGISLATIVE & REGULATORY FRAMEWORK

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#### 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 Combating of Corrupt Activities Act 12 of 2004  
Preventing and Combating 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

## Policy Framework

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

Community Safety Forums Policy of 2011

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 2008

Integrated Criminal Justice System Review 1998–current

Integrated Urban Development Framework (IUDF) of 2014

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

Integrated Programme of Action Addressing Violence against Women and Children 2013–2018

Integrated Social Crime Prevention Strategy of 2011

Medium-Term Strategic Framework 2014–2019

National Action Plan to Combat Racism 2005–2008

National Crime Prevention Strategy of 1996

National Development Plan 2030

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 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 Policy Framework for the Management of Sexual Offence Matters 2012

National Policy Guidelines for Victim Empowerment of 2009

National School Safety Framework

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

National Youth Policy of 2015

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

Service Charter for Victims of Crime in South Africa 2004

Visible Policing Strategy

White Paper for Post-School Education and Training of 2014

White Paper on Corrections of 2005

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 on Remand Detention Management in South Africa of 2014

White Paper on the Rights of Persons with Disabilities of 2016

White Paper on Safety and Security of 2016



## ANNEXURE B

### STRATEGIC LINKS

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

## ENDNOTES

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- 1 White Paper on Safety and Security 2016
- 2 Introduction to Crime Prevention through Environmental Design. Available at [http://www.cpted.co.za/cpted\\_summary.pdf](http://www.cpted.co.za/cpted_summary.pdf) at p. 5. CSIR
- 3 2002 United Nations Guidelines for the Prevention of Crime (art. 3).
- 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 White Paper on Safety and Security 2016
- 15 National Crime Prevention Strategy, 1996
- 16 These pillars are aligned to some pillars in the 1996 NCPS i.e. re-engineering of the criminal justice system and improving inter-departmental co-operation, impede trans-national crime; social crime prevention dealing with causal factors and violence prevention; and situational crime prevention, including environmental design.
- 17 White Paper on Safety and Security 2016
- 18 White Paper on Safety and Security 2016
- 19 National Development Plan. Vision 2030. 2012. Chapter 12.
- 20 National Crime Prevention Strategy, 1996
- 21 National Crime Prevention Strategy, 1996
- 22 World Bank Group *Crime Violence and Exclusion in South African Society: Background Note for the South Africa Systematic Country Diagnostic*. Available at: <https://documents1.worldbank.org/curated/pt/438921549055415403/134272-REVISED-DIGITAL-Republic-of-South-Africa-Systematic-Country-Diagnostic.pdf>
- 23 South African Police Service, 2021: SAPS Crime Statistics for 2020/2021 financial year. (<https://www.saps.gov.za/services/crimestats.php>)
- 24 South African Police Service, 2021: SAPS Crime Statistics for 2020/2021 financial year. (<https://www.saps.gov.za/services/crimestats.php>)
- 25 Statistics South Africa, 2022: 2020/2021 Victims of Crime Survey
- 26 Statistics South Africa, 2022: 2020/2021 Victims of Crime Survey
- 27 <https://mg.co.za/special-reports/2020-12-04-gender-based-violence/#:~:text=GBV%20is%20real,the%20hands%20of%20a%20partner>.
- 28 <https://health-e.org.za/2021/08/19/gender-based-violence-time-to-call-out-our-brothers-friends/>
- 29 White Paper on Safety and Security 2016
- 30 Optimus Study 'Research Bulletin: The Optimus Study on Child Abuse, Violence and Neglect in South Africa' (2015) Center for Justice and Crime Prevention. Available at: [http://www.saferspaces.org.za/uploads/files/cjcp\\_ubs\\_web.pdf](http://www.saferspaces.org.za/uploads/files/cjcp_ubs_web.pdf)
- 31 WHO 'Global Status Report on Violence Prevention 2014' (2014) 195. Available at: <https://www.who.int/publications/i/item/9789241564793>
- 32 WHO 'Global Status Report on Violence Prevention 2014' (2014) 195. Available at: <https://www.who.int/publications/i/item/9789241564793>
- 33 <https://www.cogta.gov.za/ddm/>
- 34 These pillars are aligned to some pillars in the 1996 NCPS i.e. re-engineering of the criminal justice system and improving inter-departmental co-operation, impede trans-national crime; social crime prevention dealing with causal factors and violence prevention; and situational crime prevention, including environmental design.
- 35 These include poverty, unemployment and inequality.
- 36 White Paper on Safety and Security. (2016). Civilian Secretariat for Police Service.
- 37 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?
- 38 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 (e.g., victims turned away from police stations or referred to other police stations).
- 39 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).

40 Provides for a process to develop this through an advisory committee of relevant role-players.

41 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.

42 '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](https://www.unicef.org/southafrica/SAF_resources_integratedecdpolicy.pdf)

43 Vulnerability is determined by context and the prevalence of risk factors (see clarification below).

44 Prerequisites do not fall within the scope of this Strategy.

45 Examples of public health approaches include the Expanded Programme of Immunisation and Vaccines, Preventable Disease Surveillance and Reach Every Community.

46 Inspire Seven strategies for Ending Violence Against Children, WHO. Available at <https://www.who.int/publications/item/9789241565356>

47 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).

48 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.

49 Privacy, non-judgmental treatment, elimination of punitive drug treatment approaches, and promotion of the health and rights of persons with substance addiction.

50 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.

51 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).

52 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.aivil.org.au/wp-content/uploads/AIVL-Paper-Harmonising-Drug-Control-Laws-with-Public-Health-Approaches.pdf>

53 For example, s2 DVA Act 116 of 1998 requires SAPS to assist victims of domestic violence 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.

54 Road to Justice Card to allow a Survivor to record various service providers assisting them and case numbers at each service point.

55 Including but not limited to New Urban Agenda for Sustainable Urbanisation and Human Settlements (Agenda 2030) – SA response; Department of Human Settlements (DHS) policies; the Upgrading of Informal Settlements Programme (UISP); Norms and Standards; National Spatial Development Framework implementation protocols and spatial contracts; Integrated Urban Development Framework Implementation Plan.

56 Requires that planning be informed by comprehensive assessments.

57 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.

58 Includes public amenities, schools, tertiary and higher education institutions.

59 Examples Human Settlements Development Grant, Urban Settlement Development Grant; Priority Housing Development areas.

60 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.

61 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.

62 See White Paper for details on what the guidelines should address.

63 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).

64 These are set out in sections 11 and 12 of the Local Government Municipal Systems Act 32 of 2000.

65 See detail in White Paper Implementation Framework.

66 Integrating existing initiatives such as the SaferSpaces portal developed by German Corporation for International Cooperation GmbH.

67 '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.'

68 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.

69 Section 37 IGRF Act.

70 Section 37 of IGRF Act provides that the premier of the province is responsible for ensuring coordination of intergovernmental relations within the provincial government with national government and local governments in the province.

71 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.

72 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) Local Government Municipal Systems Act 32 of 2000). 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) Local Government Municipal Systems Act 32 of 2000). 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 Local Government Municipal Systems Act 32 of 2000).

73 To oversee the development and drafting of integrated development plans (IDPs) by the municipalities (discussed in detail below Local Government Municipal Systems Act 32 of 2000, Section 14(2)). The Local Government Municipal Systems Act 32 of 2000 further provides a monitoring and support role for the MEC for local government in respect of IDPs: Section 31 of the Local Government Municipal Systems Act 32 of 2000 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 Local Government Municipal Systems Act 32 of 2000 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 Local Government Municipal Systems Act 32 of 2000, 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) Local Government Municipal Systems Act 32 of 2000).

74 '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' (Local Government Municipal Systems Act 32 of 2000 s14).

75 The Role of Local Government in Community Safety.  
Available at <https://www.ojp.gov/pdffiles1/bja/184218.pdf>



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