

**DEPARTMENT OF SAFETY & LIAISON  
GAUTENG PROVINCE**

**STRATEGIC PLAN  
2003 – 2004**

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## **Statement of policy & commitment by the MEC for Safety & Liaison**

It gives me great pleasure to present the Department of Safety and Liaison's strategic plan and budget for the financial year 2003\2004. The Gauteng Provincial Government has tasked the Department of Safety and Liaison with the responsibility of dealing with issues that contribute to crime and violence in the province. The Gauteng province is one of the provinces that are continuously changing in terms of socio-economic conditions and this impacts negatively on the crime situation.

The demographics of our province and the entire country change from time to time, and this requires a different approach with regard to crime prevention, both on the side of government and various organs of civil society. As a result, different interventions based on our local priorities are essential for breaking the cycle of violence.

In order to deal with crime effectively in Gauteng, we have identified key priorities and focus areas; these are a continuation of our programmes based on broad government strategy to deal with crime.

**Our priorities, as the Gauteng Department of Safety and Liaison, include the following:**

- **Prevention of violence and abuse of women and children;**
- **Promotion of an integrated justice system through co-ordination, monitoring and evaluation of the Criminal Justice System;**
- **Monitoring and evaluation of police service delivery;**
- **Social crime prevention:**
  1. **Prevention of Youth Criminality**
  2. **Community Police Relations**
  3. **Local Crime Prevention; and**
- **Communication and Information.**

In identifying these priorities, we have taken into consideration external factors that impact on peace and stability in local communities. These include unemployment, illiteracy, housing infrastructure, health, and the shortage of recreational facilities. With this strategy we are on course in terms of addressing the relationship between crime and poverty and in doing so we have a responsibility of balancing respect for human life and dignity and respect for human life.

One of the critical and important issues that we have to deal with is the improvement of quality service delivery by the components of the Criminal Justice System to communities. In this regard we developed a comprehensive monitoring and evaluation plan with an emphasis on the implementation of policy and the delivery of quality service delivery.

The priorities and strategic goals identified in the strategic plan are in line with the broad vision of government in dealing with crime in a more holistic way. We have targeted specific areas of intervention based on the needs of communities. In developing the strategic plan we have taken into account various policies that have been developed in order to deal with crime. The principles of the White Paper on Safety and Security, National Crime Prevention Strategy and Department of Safety and Security Crime Combating Plan have highly influenced the drafting of the strategy.

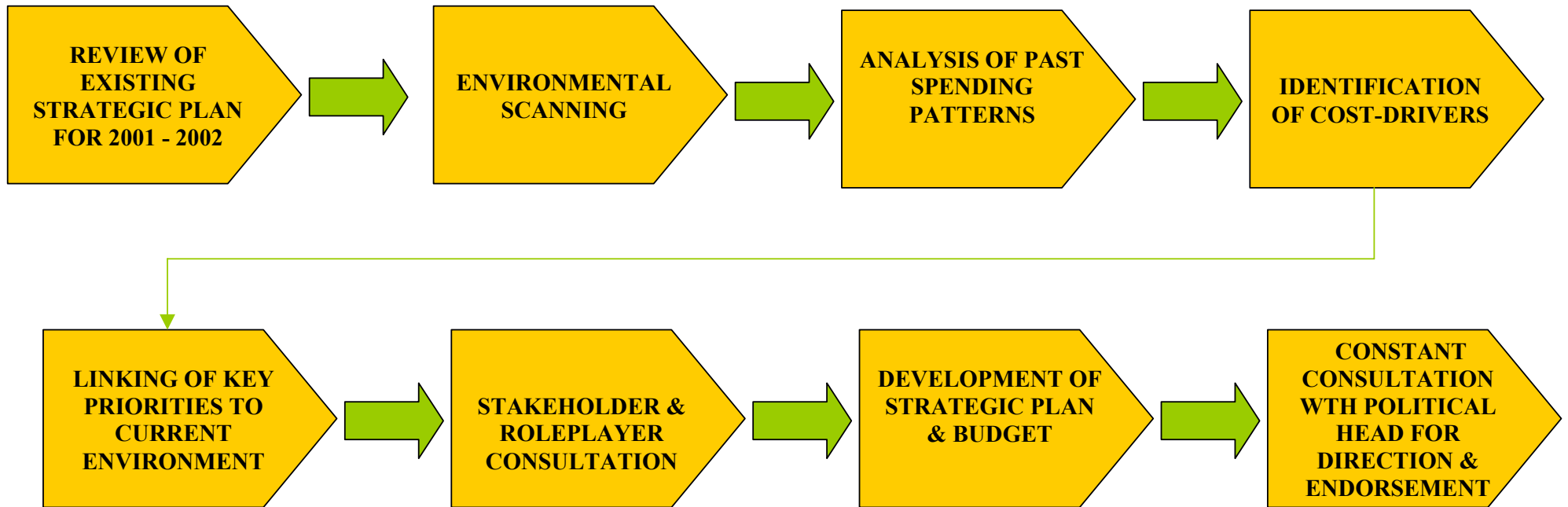
The spirit of this strategic planning document is to deal with challenges that will enhance various initiatives that have been undertaken in order to deal with crime. Our main focus is to ensure that service delivery to the citizenry is effective and efficient. Our intention is to build and sustain communities that are responsible and dedicated to deal with the cycle of crime and violence in their own localities. It is clear that a great deal of work lies ahead of us. It is also clear that none of our plans can succeed without the active participation of various stakeholders.

A fully representative process was embarked upon in developing this strategy. Hereto attached is a diagrammatic representation of the process flow.

As the Member of the Executive Council responsible for Safety and Liaison, I hereby commit myself that I will do everything possible to make sure that what is contained in this strategic document becomes a reality.

**NOMVULA MOKONYANE (MRS.)  
MEC FOR SAFETY AND LIAISON  
GAUTENG PROVINCE**

## DESCRIPTION OF STRATEGIC PLANNING PROCESS



## **OVERVIEW BY THE HEAD OF DEPARTMENT**

Over the past three years the department has made significant strides in displaying excellence and commitment in the delivery of its mandate. We have successfully fostered a culture that has seen employees committing themselves unreservedly to ensure that all that we had set ourselves to do is done with utmost diligence.

## **THE STRATEGY**

There will be no shift in policy or programmes. What this strategic plan does is put more emphasis on the protection of women and children against violent crimes and abuse, through the monitoring and evaluation of policy implementation and service delivery by the Criminal Justice Cluster and implementation of social crime prevention projects.

Our Monitoring and Evaluation work will be enhanced with teams allocated to all policing areas to ensure the fulfilment of our direct and implied responsibility of monitoring and evaluating the Criminal Justice System with a view to improving service delivery and ensuring continuous improvement. In ensuring that Local Government meets the requirements and provisions of the White Paper on Safety and Security, our plan endeavours to outline specific interventions and guidance to Local Government structures to ensure that they deal with issues relating to crime prevention.

The role of the community in our drive to realise our vision, cannot be overemphasised. Without community participation our attempt to prevent social fabric crimes would not materialise effectively. Communities as organised and individual entities are encouraged to participate either actively in the fight against crime or passively by not perpetuating crime and criminality. Our strategic plan provides a platform for individuals or entities to partner with the Criminal Justice System and participate in the realisation of our vision of making Gauteng a safe, secure, prosperous and crime free environment where quality policing services are delivered.

## **CAPACITY**

Human capacity to implement the strategic plan has been created. In-house training programmes have been identified for all staff and where possible training will be done at times that will least affect service delivery. The staff complement for our core directorates, namely Monitoring and Evaluation and Crime Prevention, has been increased by 12 and 8 people respectively. For most part, our measures on service delivery are dependent on this approach that will enable us to establish baselines where real data will be collected and analysed to generate baseline information and determine strategic interventions for continuous improvement. In realising that for us to be relevant and effective to the communities that we serve, the growth in spending on personnel has meant that the department will operate on the field within communities to respond timeously to issues.

Stakeholder engagement will be enhanced to add capacity in areas of project implementation, research work, impact assessment and resources (material, skills and financial). Clear guidelines for volunteer participation in programmes across the Criminal Justice System will be implemented to ensure the optimal utilisation of all skills at our disposal.

The budget is premised on the following principles:

1. Good Governance that will ensure effective delivery of our key mandate of monitoring and evaluating police service delivery.
2. Quality Service Delivery by the Criminal Justice System.
3. Ensuring we improve the quality of life for the people of Gauteng by engaging in prevention strategies on social crime prevention and the empowerment of communities by providing information that will help them to help themselves.

The above points are to be supported by a realistic budget that will reflect the commitment and expectations of government and communities in our drive to deliver on our vision.

## **ADMINISTRATION AND MANAGEMENT**

Clear lines of accountability and responsibility have been established. Administrative support structures and mechanisms are in place to effect good governance and compliance to all regulatory frameworks that seek to ensure good governance.

Control measures for preventing fraud and corruption are in place and a fraud prevention plan that is fully operational has been endorsed by the management co-operation with the lower levels of staff having participated in the development of the plan.

Performance indicators and measures that will verify delivery are part of this strategy. Performance will be evaluated every quarter. Continuous benchmarking against tested best practices will be used to enable us to refine our performance indicators and measures. As directed by the MEC, Mrs. Nomvula Mokonyane, service excellence will be rewarded and a clear incentive will be adopted in line with provincial guidelines.

## **CONCLUSION**

The implementation of this strategy is dependent on leadership and guidance from the MEC to achieve the political outcomes as spelt out in the strategy. The Head of Department's strategic guidance to the Programme Managers to effect the implementation of the strategy and achievement of outputs is imperative as this will no doubt result in the delivery of our mandate as articulated in the strategy. The administrative and financial management support that underpin the effective, efficient and economic utilisation of resources in the department will be realised if the Chief Financial Officer clearly understands and implements his responsibilities. Programme

Managers and their staff whose job it is to develop and implement projects that will flow from the strategy, need to build capacity that will enable them to diligently fulfil their responsibility of quality service delivery.

**AYANDA DLODLO (Ms)  
DEPUTY DIRECTOR-GENERAL  
DEPARTMENT OF SAFETY & LIAISON  
GAUTENG PROVINCE**

## **1. VISION**



Gauteng is a safe, secure, prosperous and crime free environment where quality-policing services are delivered.

## **2. MISSION**

To improve public safety in the Province by doing the following:

- Monitoring, evaluating and assisting the policing activities to ensure quality policing services are delivered;
- Building positive relationships between the police and the community;
- Initiating and co-ordinating social crime prevention activities; and
- Co-ordinating the efforts of the social services and criminal justice clusters to reduce crime.

## **3. VALUES**

- Pursuit of excellence
- Professionalism
- Approachable and accessible
- Efficient and effective
- Sensitive and responsive
- Integrity
- Fairness
- Reasonableness
- Objectivity
- Openness
- Trustworthy and honest.

## **4. LEGISLATIVE & OTHER MANDATES**

4.1 The mandate is determined by the following legal documents:

- Constitution (Chapter 11, Section 206)
- White Paper on Safety and Security.
- South Africa Police Services Act, Act No 68 of 1995.
- The National Crime Prevention Strategy

4.2 The role of the Department of Safety and Liaison:

- The Constitution, White Paper on Safety and Security, the South African Police Services Act and the National Crime Prevention Strategy determine the role of the department. Based on these policy documents the key roles of the department have been defined as:
- The monitoring and evaluation of the performance of the SAPS and Municipal Policing in the province, both to ensure continuous improvements in its performance on crime prevention, law enforcement and to ensure quality service delivery.

- The co-ordination and integration of government-led social crime prevention activities and the support of community initiatives.
- The co-ordination of the Criminal Justice System and the Criminal Justice Cluster within the Province to ensure sustained integration.
- Improvement of relations between communities and components of the Criminal Justice System.
- Communication and information for the empowerment of communities.

## **5. DESCRIPTION OF STATUS QUO**

### ***5.1 Summary of service delivery environment and challenges***

The external factors, which provide opportunities or threats, were analysed:

#### **Political**

- South African Police Services acknowledges our existence.
- Legislative changes.
- Application of legislation.
- Politicization of crime and crime trends.
- Existing policy gaps.

#### **Economic**

- Unemployment
- Poverty
- Organised crime
- Migration and immigration patterns
- Unbalanced skills for economic development
- Economic dependency of vulnerable groups.

#### **Social**

- Degeneration of ethics and morality.
- Norms and values of some members of the community.
- Inability to build integrated and sustainable communities through development patterns.
- HIV Aids and other opportunistic diseases.
- Absence of a comprehensive and integrated youth development framework.
- Disregard for the law.

#### **Technological**

- Lack of optimal use of partners.

- Use of technology to advance opportunities.
- To adopt the MIS in the department.
- Creatively reduce social inhibiting factors.
- Globalisation and the fast moving world of technology.
- Technology is sometimes feared – expensive.
- Automation of systems.
- The information era is an opportunity.

## ***5.2 Summary of organizational environment and challenges***

### ***5.2.1 HUMAN RESOURCES***

#### **What are we doing right?**

Committed staff

Positive team spirit and motivation from management

Different skills that complement one another

Cultural diversity that allows experiential learning

Good training & development effort

Good training programmes by DPSA

Open lines of communication

Training needs analysis and job profiling in place.

Incentives for good performance

Staff deployment based on need as determined by the dynamics of the environment.

Flexible structure to accommodate growth and exposure.

#### **What are we doing wrong?**

Absence of an Employee Assistance Programme.

Lack of retention strategy.

### ***5.2.2 ENABLING SYSTEMS***

#### **What are we doing right?**

Policies are in place that allows proper guidance.

External stakeholders are willing and able to participate.

IT infrastructure and availability optimize work input.

The department has gained public confidence.

#### **What are we doing wrong?**

Inadequate use of information.

Skills database is lacking.

### ***5.2.3 CORPORATE CULTURE & NORMS***

#### **What are we doing right?**

Positive work ethic supported by organization's values  
The environment allows people to grow  
Management style allows learning and interaction at all levels  
Interaction at all levels

**What are we doing wrong?**

Taking advantage of a liberal management.  
Inconsistency in implementation & understanding.  
Communication of values & norms.  
Overly critical to the point of being unkind – we cannot sell ourselves as a team. We are the smallest department with the smallest budget but the most visible.

**5.2.4 STRUCTURE**

**What are we doing right?**

Matrix structure that allows for flexibility and easy reporting, accessibility and information flow.  
Size of department enables interaction and quicker response

**What are we doing wrong?**

Lack of corporate identity.  
Delay in filling vacant posts.  
Need individual career paths to be in line with departmental future plans.

**5.2.5 RESOURCES**

**What are we doing right?**

Good management system.  
On-site hands-on development.  
Fairly well capacitated.

**What are we doing wrong?**

Insufficient resources including limited budget.  
Planning requires focus.  
Use of stakeholders is not maximized.  
Proper management of resources (governance needs to be tightened).

## **6. OUTLOOK FOR FINANCIAL YEAR 2003 – 2004**

### **1. PREVENTION OF VIOLENCE AND ABUSE OF WOMEN AND CHILDREN:**

- Victim support centers in targeted areas that are fully fledged & ensure that there are volunteers assisting in these centers.
- In conjunction with Departments of Health & Social Services and Population Development and the business sector, ensure the establishment of victim support centers in identified areas.
- Ensure a concerted effort towards increased awareness and empowerment in respect of various pieces of legislation relating to women and child rights.
- Capacity building for officials and volunteers to deal with issues affecting women and children.
- Strengthening early childhood intervention, prevention and support programmes.
- Improving the Criminal Justice System to prioritize cases of violence and abuse of women and children.
- Promotion of competent family therapy and parental support and training.

### **2. SOCIAL CRIME PREVENTION**

#### **2.1 Prevention of youth criminality:**

- Transformation of framework for prevention of youth criminality into a broader strategy for implementation.
- Schools-based crime prevention: Tiisa Thuto; Adopt-a-Cop & Safer Schools.
- Youth Violence: firearms, gangs & substance abuse.
- Contribute towards the social development of youth in the province in partnership with other departments and stakeholders.
- Supporting youth at risk, families and communities in order to minimize or reduce multiple risk factors that contribute to crime and victimization.

#### **2.2 Local crime prevention:**

- Strategies for local authorities.
- Law enforcement and establishment of municipal courts.
- Implementation of social crime prevention programmes.

#### **2.3 Community Police Relations**

- Transformation of Community Policing Forums.

- Improvement of relations between communities and components of the Criminal Justice System.
- Co-ordination and support for the implementation of social crime prevention initiatives by communities.

### **3.MONITORING & EVALUATION OF POLICE SERVICE DELIVERY**

- Adherence to and implementation of policies, instructions and procedures.
- Quality of client services.
- Swift response to complaints.
- Empowerment of victims.
- Improved quality of statements.
- Quality investigations.
- Proper docket management.
- Delivery on priority crimes.

### **4.CO-ORDINATION, MONITORING & EVALUATION OF THE CRIMINAL JUSTICE SYSTEM**

- Adherence to and implementation of legislation.
- Public education and awareness on CJS.
- Efficiency of the prosecutorial process.
- Reduction of awaiting trial prisoners.
- Rehabilitation and reintegration of offenders.
- Co-ordination of the Criminal Justice Cluster.
- Integrated communication for the CJS.
- Implementation of alternative forms of sentencing.

### **5.COMMUNICATION AND INFORMATION**

- Public education and awareness on departmental priorities, for example, violence against women and children; youth criminality and community police relations.
- Research and information on key issues on safety and security and the CJS.
- Raise awareness on safety and security issues.
- Profile the image of the Department within communities and the media.

### **6.CORPORATE SERVICES**

- Effective and efficient management systems.
- Development and implementation of policies.
- Co-ordination of staff development and training programme.

## **7. STRATEGIC OBJECTIVES**

### **7.1. STRATEGIC OBJECTIVES**

#### **7.1.1 Crime Prevention**

- To initiate, promote, implement, support and ensure co-ordination of social crime prevention projects by the Gauteng Provincial Government, Local Authorities, the South African Police Services (SAPS) and the Criminal Justice Cluster.
- To mobilise communities for maximum participation in social crime prevention initiatives in Gauteng.
- To capacitate and support community based initiatives for effective community policing.

#### **7.1.2 Monitoring and Evaluation**

- Monitor and evaluate the effectiveness and efficiency of policing services and strategies.
- Evaluate the impact of service delivery of the Criminal Justice System and monitor the implementation of policies.

#### **7.1.3 Corporate Services**

- To render an efficient and effective administrative and financial management support service to the department.
- Policy development and implementation.
- To assist Directorates in developing enabling tools
- To co-ordinate staff development and training.

#### **7.1.4 Communications**

- To provide information and research support systems for the department and other stakeholders.
- To empower communities through public information and education.

## **7.2 LONG-TERM STRATEGIC GOALS**

Strategic Goals for the financial year 2003 – 2004 are:

1. Prevention of violence & abuse of women & children
2. Promotion of an integrated justice system through co-ordination, monitoring & evaluation of the CJS
3. Monitoring & Evaluation of Police Service Delivery
4. Social crime prevention:
  - 4.1 Prevention of youth criminality
  - 4.2 Community Police Relations
  - 4.3 Local crime prevention
5. Communication & information.

**8. BASIC SERVICE DELIVERY TRENDS**

<b>Basic Service Delivery Trend</b>	<b>Years 2000-2001</b>	<b>2001-2002</b>	<b>Expected 2003-2004</b>	<b>Average Growth</b>
Ensure good governance & adherence to policies & procedures.	Within the Department	Within the Department	Within the Department	None
Collation & analysis of crime patterns for the Province in order to inform the strategic direction of the Criminal Justice System & Criminal Justice Cluster.	7 policing areas	7 policing areas	7 policing areas	Constant
Ensure that the Department is accessible to communities so as to maximize quality service delivery and good governance.	7 policing areas	7 policing areas	7 policing areas	Constant
Mobilize communities in advancing government programmes pertaining to safety and security (ensure the buy-in of communities).	7 policing areas	7 policing areas	7 policing areas	Constant
Monitoring and evaluation to ensure quality service delivery by the Criminal Justice System.	50%	50%	50%	Constant
Accessible victim support services.	7 policing areas	7 policing areas	7 policing areas	Constant
Integrated projects for the Criminal Justice System.				



## 9. STAKEHOLDER ANALYSIS

STAKEHOLDERS	LINK TO DEPARTMENT	EXPECTATIONS OF DEPARTMENT
Business sector	Resources Community participation and consultation	Resource support for departmental & community initiatives.
Academic institutions	Research Evaluation Community participation and consultation	Conduct research in line with identified needs. Access work that has been researched.
NGOs	Research Project development & implementation Monitoring & evaluation Advocacy Community participation and consultation	Assist in research & provide expert perspectives on issues of the sectors they are involved in.
CBOs	Project implementation Community participation and consultation	Lead the implementation of community initiatives on crime prevention.
Provincial Government Departments	Crime Prevention Project development	Integrated effort towards crime prevention.
Criminal Justice System: Metropolitan Police Departments, Departments of Justice & Correctional Services	Law Enforcement Crime Prevention Community participation and consultation	Reduce the opportunity for crime by making it less rewarding.
Media	Research Advertising Networking Queries	Positive projection of departmental goals and objectives, including successes.

**10. GOALS, OUTPUTS & PERFORMANCE MEASURES**

STRATEGIC MEASURABLE GOAL	Output(s)	Performance measure(s)			
		COST MEASURE	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE
<p><b>1. Prevention of violence &amp; abuse of women &amp; children</b></p> <p><b>OUTCOME:</b> Ensure the reduction of incidence of abuse informed by reports of NGOs / CBOs, SAPS &amp; other reports in targeted areas.</p>	<p>1. Improved social fabric.</p> <p>2. Optimize victim support services.</p> <p>3. CJS law enforcement achieved.</p> <p>4. Optimize public awareness &amp; education.</p>	<p>3.1 % Cost allocation from the strategy of violence against women &amp; children.</p>	<p>2.1 Availability of professional services on a 24-hour basis.</p> <p>2.2 Fully-fledged victim empowerment centers in targeted areas as informed by Service Delivery Desk, &amp; the Social Services Cluster.</p> <p>3.2 Number of cases related to women and child abuse that go through the system up to conviction in targeted areas.</p> <p>4.1 Reduction of opportunities that may result in women &amp; child abuse.</p>	<p>1.1 Number of sustainable integrated plans.</p> <p>2.3 Number of incidences reported.</p> <p>3.3 Successful prosecution in 50% of cases in targeted areas. 80% of 50% result in implementation of mandatory sentencing.</p> <p>4.2 Number of awareness campaigns in targeted areas.</p>	<p>4.3 Achieved by September 2004.</p>

STRATEGIC MEASURABLE GOAL	Output(s)	Performance measure(s)			
		COST MEASURE	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE
<p><b>2. Promotion of an integrated justice system through co-ordination, monitoring &amp; evaluation of CJS</b></p> <p><b>REQUIREMENT:</b> To ensure that there is effective &amp; efficient service delivery &amp; the implementation of current laws.</p>	<ol style="list-style-type: none"> <li>1. Reduction of repeat offending.</li> <li>2. Swift prosecution on petty crimes, juvenile offenders, cases of violence against women &amp; children and police killings.</li> <li>3. Accessible &amp; user-friendly justice system.</li> <li>4. Adherence to policies &amp; regulations of the CJS.</li> <li>5. Improved levels of service delivery.</li> </ol>		<ol style="list-style-type: none"> <li>3.1 Elimination of incidences of secondary victimization.</li> <li>4.1 Feedback from on-site inspections &amp; information sharing with those that are charged with the responsibility of implementing policies &amp; regulations.</li> <li>5.1 Improved public perception about the CJS.</li> </ol>	<ol style="list-style-type: none"> <li>1.1% repeat offenders of social fabric crimes entering CJS.</li> <li>2.1 Reduction in the number of awaiting trial prisoners in Johannesburg Correctional Services.</li> <li>3.2 Number of registered complaints received through SDD.</li> <li>4.2 Areas of policy interventions influenced by the Department.</li> <li>5.2 Reduction in the number of complaints on the quality of services rendered.</li> </ol>	<ol style="list-style-type: none"> <li>1.2 Achieved by September 2004.</li> <li>2.2 Achieved by September 2004.</li> <li>3.3 Achieved by September 2004.</li> <li>4.3 Achieved by September 2004.</li> <li>5.3 Achieved by September 2004.</li> </ol>

STRATEGIC MEASURABLE GOAL	Output(s)	Performance measure(s)			
		COST MEASURE	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE
<p><b>3. Monitoring &amp; Evaluation of police service delivery</b></p> <p><b>REQUIREMENT:</b> To improve public safety, through quality policing.</p>	<ol style="list-style-type: none"> <li>1. Swift response to complaints by the Service Delivery Desk.</li> <li>2. Restoration of public confidence.</li> <li>3. Quality investigation of cases.</li> <li>4. Improved community police relations.</li> <li>5. Accessibility of user-friendly police service.</li> <li>6. Effective &amp; equitable distribution &amp; utilisation of resources.</li> <li>7. Adherence to policies &amp; instructions.</li> </ol>		<ol style="list-style-type: none"> <li>1.1 Satisfaction of complainants on handling of reported cases.</li> <li>3.1 Successful prosecution of cases in particular crimes against women &amp; children.</li> <li>4.1 Feedback from community.</li> <li>5.1 Feedback from community.</li> <li>6.1 Feedback from community.</li> <li>7.1 Reduction of escapes in police cells, absenteeism, ill discipline, and levels of participation in community policing at station level.</li> </ol>	<ol style="list-style-type: none"> <li>1.2 Number of cases successfully resolved.</li> <li>2.1 % Increase in reporting of cases that are in line with the departmental priorities in areas as per Service Delivery Desk data.</li> <li>3.2 Number of successful convictions.</li> <li>5.2 On-site inspections.</li> <li>6.2 On-site inspections.</li> <li>7.2 On-site inspections.</li> </ol>	<ol style="list-style-type: none"> <li>1.3 Quarterly</li> <li>7.3 Achieved by September 2004.</li> </ol>

STRATEGIC MEASURABLE GOAL	Output(s)	Performance measure(s)			
		COST MEASURE	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE
<b>SOCIAL CRIME PREVENTION: Prevention of youth criminality, community police relations &amp; local crime prevention</b>					
<b>4.1 Prevention of youth criminality</b>  <b>REQUIREMENT:</b> To lead & co-ordinate the interventions geared towards the reduction of the cycle of violence & vulnerability of youth in terms of crime.	1. Reduced crime committed by youth in targeted areas.  2. Informed & responsible youth.  3. Reduction of youth vulnerability.			% Reduction in incidences committed by youth including their vulnerability in targeted areas as per Departmental projects and statistics.	Achieved by September 2004.
<b>4.2 Community Police Relations</b>  <b>REQUIREMENT:</b> To ensure that there is mutual responsibility, accountability and co-operation of both the community and the Criminal Justice System on issues relating to safety and security.	1.Improved participation in and representation within community safety forums.  2.Informed & responsible communities on issues of safety & security.  3.Improved service delivery out of relations forged.  4.A community that is non-tolerant of crime and criminality within the confines of the law.  5.Mobilization of active participation of communities in crime prevention.		Proper functioning of the Community Policing Forums.	Number of Community Policing Forums being properly constituted and transformed into Community Safety Forums in targeted areas. <sup>1</sup>	Achieved by September 2003.

<sup>1</sup> CONTEXTUAL ISSUE: Timing of Review of SAPS Act & Community Policing Regulations may affect output # 1 of strategic goal # 4.2.

STRATEGIC MEASURABLE GOAL	Output(s)	Performance measure(s)			
		COST MEASURE	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE
<p><b>4.3 Local crime prevention</b></p> <p><b>REQUIREMENT:</b> To facilitate, support, monitor and evaluate local government on crime prevention programmes.</p>	<p>1. Local Government integrates &amp; co-ordinates activities that contribute to crime prevention &amp; reduction.</p>	<p>% Budget allocation for crime prevention.</p>	<p>Existence of local crime prevention strategies.</p>	<p>Within 3 metros &amp; 3 districts, ensure that integrated co-ordination structures in Office of Member of the Mayoral Committees<sup>2</sup> to deal with crime prevention are put in place.</p>	<p>Achieved by September 2003.</p>

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<sup>2</sup> CONTEXT: Location of the integrated co-ordination structures may be in another office, but the Department has advised local government to locate the structure within the Office of the MMC.

STRATEGIC MEASURABLE GOAL	Output(s)	Performance measure(s)			
		COST MEASURE	QUALITY MEASURE	QUANTITY MEASURE	TIME MEASURE
<b>5.Communication &amp; Information</b>  <b>REQUIREMENT:</b> To ensure empowered & well-informed communities on issues of safety & security.	1. Educated & sensitized communities on issues of safety & security & Criminal Justice System.	1.1 % Budget allocation.	1.2 Improved perceptions of & attitudes towards the CJS by the community.	1.3 Increased levels of reporting on specific crimes in targeted areas.	1.4 Quarterly review
	2. Reduction of negative reporting so as to improve the image & credibility of Criminal Justice System.		2.1 Proactive reporting & accountability by the Criminal Justice System.	2.2 Number of community outreach programmes by CJS.	2.3 Quarterly review
	3. Contribute towards active participation of communities in crime prevention.	3.1 % Budget allocation by Communications Unit.		3.2 Increase in number of community driven initiatives in targeted areas on specific crimes. Initiatives should contribute toward crime reduction.	3.3 Quarterly targets.
	4. Profiling of the Department.		4.1 Increased understanding of the Department's role and functions.	4.2 Number of marketing activities in targeted areas.	4.3 Quarterly targets

## 11. KEY OUTPUTS OF THE VOTE

OUTCOME & PERFORMANCE MEASURES							
OUTCOME	OUTPUT(S)	UNIT OF MEASURE	OUTPUT TARGETS			STANDARD	SOURCE OF DATA
			02/03	03/04	04/05		
Ensure the reduction of incidence of abuse informed by reports of NGOs / CBOs, SAPS & other reports in targeted areas.	Improve social fabric by implementing partnerships.	Number of community-based projects.	6 Policing areas	7 policing areas	7 policing areas	Victim empowerment services in 50% of the targeted areas.	Service Delivery Desk, SAPS, community feedback & the Social Services Cluster.
	CJS law enforcement achieved.	Number of cases related to women & child abuse that go through the system up to conviction in targeted areas.	50% improvement	50% improvement	50% improvement		Dockets
To ensure that there is effective & efficient service delivery & the implementation of current laws & regulations.	Reduction of repeat offending.	% reduction of repeat offenders of social fabric crimes entering CJS.	25%	50%	75%	Rehabilitation & diversion programmes.	Rehabilitation centres, correctional services & court records.
	Swift prosecution.	Reduction in the number of awaiting trial prisoners (petty crimes, juveniles, police killers) in Johannesburg Prison.	50%	50%	50%		Service Delivery Desk, SAPS, community feedback & the Social Services Cluster.



OUTCOME & PERFORMANCE MEASURES							
OUTCOME	OUTPUT(S)	UNIT OF MEASURE	OUTPUT TARGETS			STANDARD	SOURCE OF DATA
			02/03	03/04	04/05		
To improve public safety, through quality policing.	Restoration of public confidence.  Quality investigation of cases.  Improved community police relations.	Increase in successful prosecution of cases, in particular crimes against women & children.	50%	50%	50%	Site visit programme (Operation Lungisa)	Service Delivery Desk, SAPS, community feedback & the Social Services Cluster.
To ensure empowered & well-informed communities on issues of safety & security.	Empowered & sensitized communities on issues of safety & security & Criminal Justice System  Contribute towards active participation of communities in crime prevention.	Number of community outreach programmes by CJS per policing area.	7	14	21	Project plans developed.	Service Delivery Desk, SAPS, community feedback & the Social Services Cluster.

## 12. CRITICAL SUCCESS FACTORS<sup>3</sup>

1. Consolidated and effective internal management systems.
2. Good governance and adherence to policies and procedures.
3. Integrated planning processes within the Department and across Gauteng Provincial Government.
4. Optimized utilization of identified stakeholders.
5. Management of competency gaps and strategic resourcing.
6. Collation and analysis capacity.
7. Informed citizenry on roles and responsibilities of Government and communities.
8. Ability of the Department to adapt to new demands and developments and influence our critical chain.

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<sup>3</sup> CONTEXT: The Department has an under-funded mandate.