

**Department of Community Safety**

**September 2004**

## **A MESSAGE FROM THE MEC FOR COMMUNITY SAFETY**

Over the next decade, the department has significant challenges with respect to improved community safety and traffic law enforcement. High levels of crime erode confidence, undermine our sense of security and well being, and has a negative impact on our economic and development goals. Similarly, high rates of motor accident injuries and fatalities have deleterious psycho-social consequences for families and communities and impose huge financial problems on the health sector.

Crime and road safety will therefore require comprehensive integrated responses by the department, acting together with other departments in the Provincial Government, with local Government and social partners, as well as coordinated action by all law enforcement agencies.

In a rapidly urbanising and socially fractured milieu, it will be crucial that the department identifies the risk factors accurately and responds proactively. But the department's strategic response will be complicated by the fact that crime is fluid and complex, and because some of the causal factors are outside the control of both the department and the South African Police Services (SAPS) and other law enforcement agencies.

In this five-year Strategic Plan, the department sets out its plans to fulfil its community safety and traffic law enforcement mandates. The plan identifies areas of continuity as well as new points of departure, particularly with respect to the "how" part of the strategic equation. At the centre of the departments Strategic Plan are six fundamental elements.

Firstly, the migration of the Traffic management directorate from the Department of Public Transport has to be managed in a way that improves the capacity of the new department of Community Safety for effective action. The department recognises that the migration brings with it new resources and possibilities. In particular, the incorporation of traffic management functions should contribute to improved traffic law enforcement in the Province, more effective monitoring of the organisational development of newly established metro policing agencies and their performance, and possibly better coordination of crime prevention action by law enforcement agencies.

Secondly, the strategic plan envisages the strengthening of the department's capacity to advise the provincial executive on the *policing needs and priorities of the province*, and to monitor the *efficiency and effectiveness* of the police service, as required by section 206 of the Constitution. In order to fulfil this *mandate*, the department will strengthen its oversight capacity by combining the work done by the department's field workers with solid data analysis and research competencies. This should provide the basis for a more strategically orientated engagement between the department, SAPS and other law enforcement agencies. The department will also actively seek to strengthen its analytical capabilities by engaging with expertise located in tertiary institutions and policy think tanks in South Africa and other countries where we may learn positive lessons.

*Community Policing* is one of the fundamental pillars of government's safety strategy, as set out in the White Paper on Safety and Security and the National Crime

Prevention Strategy. It is also a subject that received specific attention in the Premier's Opening address in June this year. The problems experienced by many Community Policing Forums (CPFs) in the province is therefore a source of some concern. These problems are partly but not exclusively attributable to uncertainty in the regulatory framework. The establishment and maintenance of *effective organisations* in disadvantaged communities face particular challenges which must be recognised. The department therefore, commits itself to conducting an audit of the CPFs with a view to developing *directives* which clearly delineate the responsibilities of both *SAPS and the department* for *ongoing organisational support* and *monitoring* of CPFs and their functioning. Thus, the department recognises that communities have to be *empowered* to participate effectively in community policing.

Fourthly, the department will actively seek to improve *inter-departmental coordination* as an element of its strategy to improve community safety in the province. The *effectiveness and sustainability* of social crime prevention programs will often be dependant on such coordination. The *impact* of these programs will also be *enhanced* through *intergovernmental cooperation*, and by establishing *partnerships* with community based organisations, which may sometimes be more effective than government departments in the implementation of programs in communities (the 5<sup>th</sup> and 6<sup>th</sup> elements of the department's strategy). In this way, the department will also be *leveraging resources* and combining the efforts of several different actors with a view to achieving common goals.

The department plans to achieve this integration and coordination by developing a *provincial safety plan* through a "bottom-up" process. The plan will establish a clear set of goals and frameworks for the provincial and local governments, as well as the agencies of law enforcement in the province.

My commitment is to work with the department, the various law enforcement agencies and of course with my colleagues in the provincial executive and local government to achieve the goals of the department set out in the strategic plan for 2004-2009.

Firoz Cachalia  
Member of the Executive Council  
Department of Community Safety  
Gauteng Provincial Government

## **MESSAGE FROM HEAD OF DEPARTMENT: COMMUNITY SAFETY**

The Department of Community Safety takes its mandate primarily from the Bill of Rights contained in the Constitution of the Republic of South Africa. The Bill of Rights enshrines a number of fundamental democratic rights to every citizen of the country and states that:

“Everyone is equal before the law and has the right to equal protection and benefit of the law.” [Paragraph 9(1)]

Beyond the Constitutional responsibility of the State to treat all citizens equally, Paragraph 12(1) of the Bill of Rights goes further to ensure that:

“Everyone has the right to freedom and security of the person, which includes the right:

- not to be deprived of freedom arbitrarily or without just cause;
- not to be detained without trial;
- to be free from all forms of violence from either public or private sources;
- not to be tortured in any way; and
- not to be treated or punished in a cruel, inhumane or degrading way.”

It is in both of these aspects, firstly to treat all citizens equally under South African law, and secondly to ensure that law enforcement is conducted to ensure the safety and freedom of citizens, that the Department of Community Safety has a role to play.

This mandate allows the Department to fulfil a critical monitoring, evaluation, co-ordination and facilitation role between various law enforcement agencies and the citizens of the Gauteng Province, and also to take responsibility for aspects of law enforcement pertaining to traffic management. The Department does so empowered by policies and legislation, and with funds allocated from the fiscus.

The Department of Community Safety was created in May 2004 from the merger of the former Department of Safety and Liaison, with the Traffic Management Directorate from the Department of Public Transport, Roads and Works. The merger process has created a number of internal organisational and administrative challenges for the department, but should not impact negatively on service delivery or outputs.

One of the key challenges will be the merger of a Department which had a primarily civilian oversight and co-ordination role (the former Safety and Liaison Department), with a Directorate which is largely concerned with service delivery (the Traffic Management component, consisting mainly of uniformed provincial traffic officers).

At present, the Traffic Management wing of the Department operates somewhat separately from the former Safety & Liaison wing; and we look forward to greater integration as we gather experience in working together in the new Department. We believe there are many potential synergies; for example, both sides of the Department are concerned with the promotion of safety and the education of communities; and both sides require solid data management and analysis capabilities.

A key challenge is the Department's role in encouraging improvement of service delivery by law enforcement agencies such as SAPS, Metropolitan Police Departments and its own provincial traffic service. Over the past year, the Department has assisted the policing agencies (SAPS and MPDs in Gauteng) with integrated planning, information-sharing and resource management. In addition to the quarterly evaluations of policing agencies, the Department also encourages and monitors coordination between these policing agencies to ensure effectiveness. The objectives of the quarterly evaluation sessions involving policing agencies, the Independent Complaints Directorate, the SAPS National Office and MMCs responsible for Public Safety, are to review performance by the policing agencies based on their operational plans and provincial priorities; evaluate their performance in the prevention of crime and evaluate the implementation of resolutions taken at the previous quarterly review sessions. In particular the provincial government is responsible for ensuring that the municipal police agencies operate according to their approved establishment plans, and in accordance with the best policing practices and human rights standards.

The Department continues to coordinate and initiate selected social crime prevention programmes within the province. The focus in the past year has been to initiate programmes aimed at the prevention of violence and abuse against vulnerable groups, namely women, children, the elderly and people with disabilities. Coupled with this, the department has been supporting social crime prevention projects initiated by community policing forums in the province, to facilitate maximum community participation in issues of crime and policing at local level. This past year has also seen the piloting of the concept of community safety forums in the province.

A significant achievement in the past year has been the development and operationalisation of a model for a one-stop centre for victims of domestic violence and sexual abuse, Ikhaya Lethemba. Combining all essential services in a single physical location, Ikhaya Lethemba offers one-stop services to victims of domestic violence and sexual abuse; provides sanctuary, support and assistance to victims of domestic violence and sexual abuse; and facilitates effective investigation and prosecution of perpetrators of domestic violence and sexual abuse. The project has challenged the provincial government to synchronize the functions of various departments to ensure accessible and friendly services to victims of domestic violence and sexual abuse. Within the next five years the Department aims to operationalise the total model, and to generate good practice lessons and replicable methods of operating such centres elsewhere in the province.

Another area of achievement is in respect of road safety – the Traffic Management component, with its focus on road safety, is able to report a decline in road deaths in the last financial year; as well as strong systems for collaboration with other traffic role-players in the province. This component also plays a leading role in many national processes related to road safety and traffic management.

Ten short years into a democratic era, our country has the right to be proud of its achievements. It is clear however, that we cannot rest on our laurels. We must be vigilant to threats that may undermine the fabric of our democratic society and must work harder to ensure full integration of all aspects of our country into an order and effective whole.

Over the next five years, the Department of Community Safety has outlined a plan that will see us strengthening our oversight and service evaluation functions over various law enforcement agencies, ensuring that traffic law is enforced in collaboration with all agencies and empowering communities to be involved in crime prevention and community safety initiatives.

Ayanda Dlodlo  
Head of Department  
Department of Community Safety  
Gauteng Provincial Government

## TABLE OF CONTENTS

		Page Number
<b>1</b>	<b>Executive Summary</b>	<b>9</b>
<b>2</b>	<b>Introduction</b>	
2.1	Vision	12
2.2	Mission	12
2.3	Values	12
2.4	Mandate	12
2.5	The Operating Context	13
2.6	The Strategic Planning Process	13
2.7	Policy Changes and Trends	14
2.8	Critical Success Factors	14
2.9	Stakeholder Analysis	15
2.10	SWOT Analysis	17
<b>3</b>	<b>Department of Community Safety Goals &amp; Objectives 2004 – 2009</b>	
3.1	Priority 1	18
3.2	Priority 2	18
3.3	Priority 3	19
3.4	Priority 4	19
<b>4.</b>	<b>Supporting the Mission: Efficiency and Effectiveness in the Department of Safety &amp; Liaison</b>	
4.1	Develop Performance-Based, Mission-Focused Leadership	20
4.2	Streamline, Eliminate or Consolidate Duplicative Functions	20
4.3	Focus Resources on Front-line Positions	20
4.4	Promote Effective Human Resource Management, Good Governance and Accountability Mechanisms	21
4.5	Business Information Systems	21
4.6	Improving alignment with the strategic plan and other provincial strategies and monitoring and evaluating programme performance	21
<b>5</b>	<b>Programmes &amp; Projects of the Department of Community Safety</b>	
5.1	Oversight of Police Agencies in Gauteng	22
5.2	Policy & Research Support on Safety Issues	28
5.3	Road Safety	29
5.4	Social Crime Prevention	32
5.5	Community Police Relations	37
5.6	Public Education & Awareness	38
5.7	Traffic Law Enforcement	39
<b>6</b>	<b>Co-ordination, Co-operation and Interdepartmental Linkages</b>	<b>45</b>
<b>7.</b>	<b>Programme Monitoring &amp; Evaluation</b>	<b>46</b>

<b>8.</b>	<b>Resource Allocations and Institutional Arrangements</b>	
8.1	Resource Allocation	48
8.2	Institutional Arrangement	48
8.3	Institutional Functions	50
	<b>Appendices</b>	
A	Premier's Core Goals and Objectives	52
B.	Glossary of Abbreviations and Acronyms	54
C.	Legislative and Other Mandates	55



## **1. EXECUTIVE SUMMARY**

### **1.1 Departmental Mandate**

The Department derives its mandate from a variety of policies and legislation. The mandate may be summarised as follows:

- Enforcement of traffic legislation;
- Monitoring of compliance and adherence to traffic legislation and road public transport legislation;
- Conducting oversight through monitoring and evaluation of law enforcement agencies;
- Training of traffic officers, examiners and inspectors;
- Public awareness and education;
- Initiate, lead and co-ordinate social crime prevention initiatives in the province;
- Promote good community police relations; and
- Co-ordination of a range of Criminal Justice System (CJS) activities.

### **1.2 Vision**

"To ensure that Gauteng is a safe and secure province."

### **1.3 Mission**

To improve public safety in the province specifically through:

- Monitoring and evaluation of the effectiveness and efficiency of policing agencies.
- Effective implementation and promotion of appropriate social crime prevention initiatives.
- Providing excellent traffic management services.
- Co-ordination of efforts and programmes in the CJS.
- Educating & empowering citizens on issues of public safety and co-ordinating community initiatives.
- Improving and strengthening relations between communities and law enforcement agencies.

### **1.4 Critical Success Factors**

The department views the following critical success factors for the implementation of this strategic plan:

- The establishment of a new department, incorporating added functions and new mandates.
- The implementation of a change management process that will instil a shared corporate culture and understanding of the extended mandate of the new department.
- The development and implementation of a provincial safety plan which co-ordinates and encourages co-operation from the bottom up.

- Building understanding of, and support for, social crime prevention among all provincial government departments; to facilitate our co-ordination role in respect of this form of crime prevention.
- Sustaining the good cooperation that has been established between the Traffic Management Directorate and other law enforcement agencies in relating to joint traffic management projects and operations.
- Maintaining effective working partnerships with other Departments of the Gauteng Provincial Government, most notably Social Services and Population Development, Health, Public Transport, Roads and Works and Education.
- A coherent national policy environment, in respect of both traffic management and safety and security, which provides clear direction and support to the province.
- Building good relationships between the municipalities and the agencies of the criminal justice system in the province.
- The strengthening of CPFs with a view to enabling this structure to operate in line with the Provisions of the Constitution and all other supporting legislation.
- Business information systems, analysis and development.
- The implementation of employee wellness programmes, like the Employee Assistance Programme and HIV/Aids workplace programmes, aimed at supporting a healthy workforce.

## **1.5 Priorities**

The Department of Community Safety has identified the following priorities:

- Effective oversight on law enforcement agencies in terms of their effectiveness and efficiency.
- Co-operative governance to ensure effective working relationships with all role players and stakeholders, law enforcement agencies, traffic law enforcement agencies and all spheres of government.
- Safety Promotion.
- Effective traffic law enforcement.

## **2. INTRODUCTION**

The Department was created in May 2004 from the merger of the former Department of Safety and Liaison, with the Traffic Management function from the Department of Public Transport, Roads and Works. The new department began operating from one budget and under the direction of a new Head of Department from 1 July 2004.

One of the key challenges will be the integration of a Department which had a primarily civilian oversight and co-ordination role (the former Safety and Liaison Department), with a function which is largely concerned with service delivery (the Traffic Management component, consisting mainly of uniformed provincial traffic officers).

As one of its primary roles, the Department will continue to encourage improvements in service delivery by law enforcement agencies such as SAPS, municipal police agencies and its own provincial traffic service. Over the past year, the Department has assisted the policing agencies (SAPS and three municipal police agencies in Gauteng) with integrated planning, information-sharing and resource management. In addition to the quarterly evaluations of policing agencies, the Department also encourages and monitors coordination between these policing agencies to ensure effectiveness. The objectives of the quarterly evaluation sessions involving policing agencies, the Independent Complaints Directorate, the SAPS National Office and MMCs responsible for Public Safety, are to review performance by the policing agencies based on their operational plans and provincial priorities; evaluate their performance in the prevention of crime and evaluate the implementation of resolutions taken at the previous quarterly review session. In particular the provincial government is responsible for ensuring that the municipal police agencies operate according to their approved establishment plans, and in accordance with the best policing practices and human rights standards.

The Department will continue to coordinate and initiate selected social crime prevention programmes within the province. The focus in the past year has been to initiate programmes aimed at the prevention of violence and abuse against vulnerable groups, namely women, children, the elderly and people with disabilities. Coupled with this, the department has been supporting social crime prevention projects initiated by community policing forums in the province, to facilitate maximum community participation in issues of crime and policing at local level. This past year has also seen the piloting of the concept of community safety forums in the province.

A significant achievement in the past year has been the development and operationalisation of a model for a one-stop centre for victims of domestic violence and sexual abuse, Ikhaya Lethemba. Combining all essential services in a single physical location, Ikhaya Lethemba offers one-stop services to victims of domestic violence and sexual abuse; provides sanctuary, support and assistance to victims of domestic violence and sexual abuse; and facilitates effective investigation and prosecution of perpetrators of domestic violence and sexual abuse. The project has challenged the provincial government to synchronize the functions of various departments to ensure accessible and friendly services to victims of domestic violence and sexual abuse. Within the next five years the Department aims to operationalise

the total model, and to generate good practice lessons and replicable methods of operating such centres elsewhere in the province.

Another area of achievement is in respect of road safety – the Traffic Management component, with its focus on road safety, is able to report a decline in road deaths in the last financial year; and strong systems for collaboration with other traffic role players in the province. The Department's Traffic Management component also plays a leading role in many national processes related to road safety and traffic.

## **2.1 Vision**

"To ensure that Gauteng is a safe and secure province"

## **2.2 Mission**

To improve public safety in the province specifically through:

- Monitoring and evaluation of the effectiveness and efficiency of policing agencies.
- Effective implementation and promotion of appropriate social crime prevention initiatives
- Providing excellent traffic management services.
- Co-ordination of efforts and programmes in the CJS.
- Educating & empowering citizens on issues of public safety and co-ordinating community initiatives.
- Improving and strengthening relations between communities and law enforcement agencies.

## **2.3 Values**

The core values that the Department espouses are:

- Pursuit of excellence
- Professionalism
- Accessible
- Efficient and effective
- Sensitive and responsive and caring
- Integrity
- Objectivity.

## **2.4 Mandate**

As mentioned above the Department takes its mandate from a range of policies and legislation that are listed in Appendix C. A synthesis of these documents reveals the following mandate for the Department of Community Safety:

- Enforcement of traffic legislation.
- Monitoring of compliance and adherence to traffic legislation and road public transport legislation.

- Conducting oversight through monitoring and evaluation of law enforcement agencies.
- Training of traffic officers, examiners and inspectors.
- Public awareness and education.
- Initiate, lead and co-ordinate social crime prevention initiatives in the province.
- Promote good community police relations.
- Co-ordination of a range of Criminal Justice System (CJS) activities.

## **2.5 The Operating Context**

The arena of public safety is a complex, fluid and dynamic environment. A number of factors which contribute to safety (or lack thereof) are largely outside the control of the department, and outside the control of government as a whole. The initiation of a Moral Regeneration Movement (MRM) for example, indicates recognition of the need to rebuild a culture of respect for the law and for human rights; including the rights of non-citizens who visit, live, and work in the country, and in the Gauteng Province.

In particular, the Department will focus on the safety problems faced by vulnerable groups such as women, children, the elderly and people with disabilities. Violence against women and children disrupts families, education and early childhood development, all of which are the foundations of our society and of our developmental effort. Violence against the elderly, people with disabilities and the very young illustrates and exacerbates the problem of marginalisation. The Department also recognises that young people in the province are the most common victims and perpetrators of crime, especially violent crime; and hence the focus on the prevention of youth criminality. In collaboration with the Department of Education, programmes have been initiated both to promote safety in the province's schools, and to provide safety-related educational materials.

Gauteng is perceived as an unsafe environment, and this perception has the potential to deter future investors and visitors, who are, in fact, essential to the Province's future economic growth and social development. It is the challenge that faces this Department, together with all colleagues in the Provincial Government, national and local law enforcement agencies, to dramatically shift both the reality and the perception of safety in Gauteng over the next 5 years.

One of the major issues affecting service delivery in Gauteng is the urbanisation, including the net in-migration into the province. On the one hand these dynamics present challenges to a service delivery system unable to manage the influx of people into urban areas, but on the other hand government's response, building housing etc., provide opportunities for improving the environmental design of cities.

## **2.6 The Strategic Planning Process**

This document is the outcome of a participative planning process initiated by the Department of Community Safety that has involved staff at all levels. The process can be reproduced diagrammatically as follows:



## **2.7 Policy Changes and Trends**

The White Paper on Safety and Security is currently in its final year of operation and therefore a new national policy review process is likely. The Gauteng White Paper on Transport is already under review. The policy environment is thus likely to be unstable for the coming period. There may also be programmatic uncertainties. For example, there is a national process of finalizing CPF regulations currently underway, which may have an impact on the department's programme dealing with community police relations.

## **2.8 Critical Success Factors**

The department views the following as critical success factors in terms of the implementation of this strategic plan:

- The establishment of a new department, incorporating added functions and new mandates.
- The implementation of a change management process that will instil a shared corporate culture and understanding of the extended mandate of the new department.
- The development and implementation of a provincial safety plan which co-ordinates and encourages co-operation from the bottom up.
- Building understanding of, and support for, social crime prevention among all provincial government departments; to facilitate our co-ordination role in respect of this form of crime prevention.
- Sustaining the good cooperation that has been established between the Traffic Management Directorate and other law enforcement agencies in relating to joint traffic management projects and operations.
- Maintaining effective working partnerships with other Departments of the Gauteng Provincial Government, most notably Social Services and Population Development, Health, Public Transport, Roads and Works and Education.
- A coherent national policy environment, in respect of both traffic management and safety and security, which provides clear direction and support to the province.
- Building good relationships between the municipalities and the agencies of the criminal justice system in the province.
- The strengthening of CPFs with a view to enabling this structure to operate in line with the Provisions of the Constitution and all other supporting legislation.
- Business information systems, analysis and development.
- The implementation of employee wellness programmes, like the Employee Assistance Programme and HIV/Aids workplace programmes, aimed at supporting a healthy workforce.

## 2.9 Stakeholder Analysis

Stakeholders	Link to Department	Expectations
<b><i>Business Sector</i></b> <ul style="list-style-type: none"> <li>Individual companies that focus on Corporate Social Investment (CSI) projects focusing on safety &amp; security</li> <li>Individual companies with products/services that can add value to departmental interventions</li> <li>Businesses and individuals in areas where projects will be implemented</li> <li>Chambers of Business</li> </ul>	Resources Community participation and consultation	Resource support for departmental & community initiatives Community involvement in departmental projects
<b><i>Research &amp; Academic Institutions</i></b> <ul style="list-style-type: none"> <li>UNISA &amp; Technikon SA</li> <li>Centre for the Study of Violence &amp; Reconciliation (CSVR)</li> <li>Rand African University (RAU)</li> <li>Council for Scientific and Industrial Research (CSIR)</li> <li>University of Pretoria</li> <li>WITS Public and Development Management (P&amp;DM)</li> <li>Human Sciences Research Council</li> <li>Institute for Security Studies (ISS)</li> <li>Rhodes University Centre for Crime Prevention</li> <li>UN Centre</li> <li>University of Cape Town</li> <li>Medical Research Council</li> <li>Stats SA</li> </ul>	Research Evaluation Community participation & consultation Establish links with all universities	Conduct research in line with identified needs Access work that has been research
<b><i>NGOs &amp; CBOs involved with:</i></b> <ul style="list-style-type: none"> <li>Women</li> <li>Children</li> <li>Men</li> <li>Sex workers</li> <li>Youth</li> <li>People with disabilities</li> <li>The elderly</li> <li>Faith-based organisations</li> <li>Civic organisations</li> <li>Organised labour</li> <li>Sporting bodies</li> <li>Rotary clubs</li> </ul>	Research Project development and implementation Monitoring & evaluation Advocacy Education & awareness Community participation & consultation	Assist in research & provide expert perspectives on issues of the sectors they are involved in. Assist with project development, implementation & evaluation Addressing behavioural changes within identified vulnerable sectors (in particular sex workers & youth at risk) Lead the implementation of community initiatives on crime prevention

<b>Stakeholders</b>	<b>Link to Department</b>	<b>Expectations</b>
<i>Commissions</i> <ul style="list-style-type: none"> <li>Human Rights Commission</li> <li>Commission for Gender Equality</li> <li>Independent Electoral Commission</li> <li>National Youth Commission</li> </ul>	Research Project development and implementation Monitoring & evaluation Advocacy Community participation & consultation	Assist in research & provide expert perspectives on issues of the sectors they are involved in. Assist with project development, implementation & evaluation Lead the implementation of community initiatives on crime prevention
<i>Government Departments and Parastatals</i> <ul style="list-style-type: none"> <li>All provincial departments</li> <li>All national departments</li> <li>SETAs</li> </ul>	Monitoring & evaluation Crime prevention Project development & implementation	Integrated efforts towards crime prevention as well as safety & security issues
<i>Criminal Justice System</i> <ul style="list-style-type: none"> <li>Law enforcement agencies</li> <li>Department of Justice</li> <li>Department of Correctional Services</li> <li>Department of Home Affairs</li> <li>National Prosecuting Authority</li> <li>Independent Complaints Directorate</li> <li>Department of Intelligence</li> <li>Department of Social Development</li> </ul>	Law enforcement Crime prevention Community participation & consultation	Reduce opportunities for crime Improving service delivery Improved co-ordination
<i>Media</i> <ul style="list-style-type: none"> <li>Knock &amp; drop</li> <li>Community radio stations &amp; newspapers</li> <li>Mainstream media (electronic media and print)</li> <li>Advertising agencies</li> <li>Events management companies</li> <li>Marketing and PR companies</li> </ul>	Research Advertising Networking Queries	Positive projection of departmental goals and objectives
<i>Individuals</i> <ul style="list-style-type: none"> <li>Volunteers</li> </ul>	Project development and implementation Monitoring & evaluation Advocacy Community participation & consultation	Assist with project development, implementation & evaluation Lead the implementation of community initiatives on crime prevention



## 2.10 SWOT Analysis

	<b>Strengths</b>	<b>Weaknesses</b>
<b>Internal Environment</b>	<ul style="list-style-type: none"> <li>▪ Skilled workforce</li> <li>▪ Accurate asset database and management</li> <li>▪ Increase in resources and the management thereof</li> <li>▪ Implementation of monthly and quarterly reporting system</li> <li>▪ Team work ethic</li> <li>▪ Adaptability to ad hoc demands</li> <li>▪ Ability to perform under pressure</li> <li>▪ Level of commitment of staff</li> <li>▪ Scope for development and growth</li> <li>▪ Management's "open-door" policy</li> <li>▪ Good media relations</li> <li>▪ Improved image and credibility of the Department</li> <li>▪ Improved accessibility and visibility of the Department</li> <li>▪ Ability to attract dynamic staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inconsistent application of leadership principles and tools</li> <li>▪ Stakeholder management and linkages are not utilised optimally</li> <li>▪ Misalignment of projects to the strategic plan and other strategies</li> <li>▪ Role clarification matrix of project plans is not clear</li> <li>▪ Under-utilisation of information technology for operational efficiency and effectiveness</li> </ul>
	<b>Opportunities</b>	<b>Threats</b>
<b>External Environment</b>	<ul style="list-style-type: none"> <li>▪ Development of a Human Resource Plan</li> <li>▪ Use of best practice models and benchmarking</li> <li>▪ Increased departmental capacity at local level</li> <li>▪ Broadening of the departmental mandate</li> <li>▪ Internal learning, integration and management opportunities presented by the combination of the traffic management and safety and liaison portfolios into the Department of Community Safety</li> <li>▪ Optimisation of interdepartmental co-operation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of updated legislation to ensure coherence in the mandate</li> <li>▪ HIV/Aids</li> <li>▪ Exposure to a potentially dangerous operating environment</li> <li>▪ Limited powers in co-ordinating the Criminal Justice System (CJS)</li> <li>▪ Bureaucracy involved in the development and implementation of appropriate policies, regulatory frameworks and legislation</li> <li>▪ Net in-migration to Gauteng that places service delivery efforts under strain</li> <li>▪ Lack of alignment between boundaries of policing agencies and municipal demarcations</li> </ul>

### 3. DEPARTMENT OF COMMUNITY SAFETY PRIORITIES & OBJECTIVES 2004 – 2009

The following table presents a summary of the priorities of the Department of Community Safety and the desired outcomes that will be the result of pursuing these goals.

	Priorities	Desired Outcome	Projects
1	Effective oversight of law enforcement agencies in terms of their effectiveness and efficiency	<ul style="list-style-type: none"> <li>Effective and efficient law enforcement agencies that contributes to a safer province</li> <li>Fully functional and sustainable CPFs</li> <li>Improved service delivery by law enforcement agencies</li> </ul>	<ul style="list-style-type: none"> <li>Business systems enhancement</li> <li>Evaluation of the effectiveness of policing within the province</li> <li>Determination of provincial crime prevention and law enforcement priorities</li> <li>Enhancement of CPFs as civilian oversight support structures</li> </ul>
2	Co-operative governance to ensure effective working relationships with all role players and stakeholders, law enforcement agencies, traffic law enforcement agencies and all spheres of government	<ul style="list-style-type: none"> <li>Maximising resource base to ensure a safer province through integrated planning</li> <li>Maximising resource bases at a local level by collaborating with existing programmes to improve service delivery by law enforcement agencies</li> </ul>	<ul style="list-style-type: none"> <li>Integrated planning between law enforcement agencies</li> <li>Coordinated efforts on safety and security across all levels of government</li> <li>Provincial Safety Strategy (implementation)</li> <li>Effective utilisation of community liaison officers</li> </ul>

	Priorities	Desired Outcome	Projects
3	Safety Promotion	<ul style="list-style-type: none"> <li>▪ Prevention of secondary victimisation and promotion of victim empowerment</li> <li>▪ Prevention of behaviours that lead to unsafe conditions and experiences and social crime</li> <li>▪ Significant reduction in road fatalities through road safety promotion</li> <li>▪ Coordinated interventions geared towards appropriate environmental design</li> <li>▪ Improved community police relations</li> <li>▪ Prevention of violence against women and children and other vulnerable groups</li> <li>▪ Informed communities on issues of safety and security</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ikhaya Lethemba</li> <li>▪ Schools-based safety projects</li> <li>▪ Projects targeting youth at risk</li> <li>▪ Capacity building programmes for CPFs</li> <li>▪ Road Safety projects</li> <li>▪ Communications programmes that promote safety and security</li> </ul>
4	Effective traffic law enforcement	<ul style="list-style-type: none"> <li>▪ Compliance with traffic legislation</li> <li>▪ Effective traffic law enforcement system</li> <li>▪ Reduction of traffic accidents and fatalities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Business systems enhancement</li> <li>▪ Implementation of traffic law enforcement deployment strategy</li> <li>▪ Implementation of new vehicle policy</li> <li>▪ Overload control</li> <li>▪ Enforcement of traffic regulations</li> <li>▪ Inspections of testing centres, licensing centres</li> </ul>

#### **4. SUPPORTING THE MISSION: EFFICIENCY AND EFFECTIVENESS IN THE DEPARTMENT OF COMMUNITY SAFETY**

In order for the Department of Community Safety to achieve its vision and mission, a professional workforce and enlightened management practices are required. Achieving the strategic goals and objectives outlined depends greatly on how well programmes are managed and implemented. The aim is to create a Department that is regarded by the public and by stakeholders as an example of integrity, effectiveness, and managerial excellence. The Department will continue to implement the following management framework to ensure that this aim is achieved.

##### **4.1 Develop Performance-Based, Mission-Focused Leadership**

The Department is developing consistent, valid measures to gauge its progress in meeting its strategic goals and to promote accountability for their accomplishment. To this end, the Department is refining its annual performance measures to include clear, consistent targets that support the long-term goals and objectives of the strategic plan.

Together with measuring its organizational goals, the Department of Community Safety is working to link individual performance with organisational performance. To do that, the Department is developing a performance management mandate in which the broadly-stated goals and objectives of the strategic plan translate into specific annual performance goals and targets, against which performance contracts are signed with senior management members.

##### **4.2 Streamline, Eliminate or Consolidate Duplicative Functions**

With an expanding workload, and the migration of the Traffic Management function from the Department of Public Transport, Roads and Works, there is an increasing urgency that needless duplication of effort be eliminated. To that end, the Department is working to consolidate duplicative functions within its components, to streamline departmental processes and eliminate inefficiencies.

##### **4.3 Focus Resources on Front-line Positions**

Given the need for community development, effective law enforcement and ensuring that monitoring and evaluation occurs at the "coal-face" of service delivery, concentrating resources at regional and community level where they are needed most, is a goal of the Department's management. Traffic Management is a service operating at a regional level, and recent restructuring at the Department of Community Safety has led to the consolidation of community-based fieldworkers to create a core group of 22 community safety officers who will ensure effective monitoring of policing effectiveness and efficiency and facilitation of relations between communities and law enforcement agencies.

#### **4.4 Promote Effective Human Resource Management, Good Governance and Accountability Mechanisms**

The Public Service Act, the Public Finance Management Act and the White Paper on Public Service require the Department to meet Employment Equity obligations, develop and implement training programmes for staff and ensure that all staff operate in a manner that contributes to good governance and accountability. In addition, the Batho Pele principles inform and guide the manner in which service delivery takes place. The Department of Community Safety will continue to interact with provincial capacity building programmes to ensure that all staff have the necessary skills in order to complete their assignments.

In addition, the Department is in the process of implementing a comprehensive Human Resource Plan which will inform the selection, recruitment and retention of all staff. In implementing this plan, the Department will make use of project management systems, performance management systems and effective financial management systems to ensure that accountability and good governance principles apply equally to all staff.

In line with the requirements of the Employment Equity Act, 1998, the Department has to review the current employment equity plan due to the migration of the traffic management function to the Department. To give effect to this the Equity Forum will be reconstituted to ensure a plan is developed and implemented. Through the Employment Equity Plan the Department intends to not only address numerical targets for representivity, but to also address the achievement of a more embracing culture in the Department where diversity is valued.

The Workplace Skills Plan and Employment Equity Plan will, however, only address some of the HR aspects to ensure a skilled, flexible and representative workforce. It is also necessary to develop a comprehensive human resource strategy, covering the following main areas:

- Transformation and change management strategy;
- Employee relations strategy;
- HR policy development and implementation strategy;
- Human resource development strategy;
- HR consulting and maintenance strategy;
- Employee assistance and HIV/Aids workplace support.

The Department will also strive to implement an effective HIV/Aids workplace programme as a critical imperative for a healthy workforce to ensure effective and efficient implementation of departmental programmes whilst we create an environment that support those affected and infected with HIV/Aids.

The HR strategy will drive all human resource management activities within the Department. This strategy will be implemented over a five year period (linked to the departmental strategic plan) with specific time-frames as determined in the annual business plans. The overall HR strategy will furthermore take into account the provincial emphasis enrolling a number of learners and interns equal to 5% of its establishment although higher proportions are encouraged.

## **4.5 Business Information Systems**

In enhancing our complaints tracking system we hope to have a system that fully and accurately informs us on the service provided by the SAPS in their respective area and station offices. This, coupled with the quarterly evaluations performed by the department, should provide sufficient management information for the MEC and his department to determine provincial priorities and deal with community and SAPS organizational problems. This system will also house monitoring information that will be evaluated by information analysts who will then generate reports and recommendations for the MEC's and Department's intervention and information. This process will be linked either with the Premier's or Department of Housing's or Development Planning and Local Government's Geographic Information System to map crime trends for future planning for the province and local government.

The identification and utilisation of appropriate technology to enhance our traffic law enforcement and road safety capability will be a focus area as well.

## **4.6 Improving alignment with the strategic plan and other provincial strategies and monitoring and evaluating programme performance**

To ensure effective implementation of the strategic plan and project planning aligned to the plan, the Department of Community Safety will continue to implement participatory planning processes that involve as many staff as possible in the process of developing and implementing the strategic plan. In addition, monthly and quarterly reporting processes will be enhanced to ensure that implementation supports the strategic plan.

# **5. PROGRAMMES & PROJECTS OF THE DEPARTMENT OF COMMUNITY SAFETY**

## **PRIORITY 1: Effective oversight on law enforcement agencies in terms of their effectiveness and efficiency**

### **5.1 Oversight of Police Agencies in Gauteng**

The Department will facilitate and support efforts to increase the effectiveness of law enforcement agencies in the province through monitoring and evaluation activities. The Department has no constitutional or statutory authority to direct the operations of the justice department, prosecution service or correctional services; and cannot be held accountable for the performance of national government agencies over which the province has no control. However, the MEC has the statutory responsibility to oversee the police service (and municipal police agencies) in the province; and policing agencies are a key actor in the criminal justice system.

The provincial government's efforts to support the national criminal justice agencies will focus on those aspects of the justice system which concern women and children and serious and violent crimes. In line with the overall approach of government in Gauteng, the Department will also be emphasising issues related to the standards of service in the criminal justice system in the province, and supporting anti-corruption efforts.

**Project 1: Police implementation of the Domestic Violence Act (DVA)**

The Department will monitor the implementation of the DVA in the province, particularly the performance of the SAPS in respect of domestic violence and other forms of violence against women and children. The Department will support and monitor efforts to improve the quality of police services for women and children who are victims of domestic violence and sexual offences.

<b>Objective</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
Monitor and support the implementation of the Domestic Violence Act, especially by the SAPS and Municipal Police, in Gauteng	<ul style="list-style-type: none"><li>▪ Collate all National Instructions by SAPS on the implementation of the DVA</li><li>▪ Assess familiarity of SAPS members with the national instructions</li><li>▪ Monitor the implementation of the DVA and the SAPS National Instructions</li><li>▪ Advise MEC on possible Directives to the Provincial Commissioner re DVA</li><li>▪ Monitor and evaluate the process of capacitating and resourcing FCS Units in Gauteng, as per national instruction</li><li>▪ Ad-hoc identification of problems in functioning of Sexual Offences Courts and refer these to NPA SOCA Unit</li></ul>	<ul style="list-style-type: none"><li>▪ Improvement in implementation of the DVA by SAPS and Municipal Police</li><li>▪ Improved compliance by SAPS in Gauteng with National Instructions</li><li>▪ Reduction in number of public complaints against police agencies in respect of DVA cases</li><li>▪ Surveys of complainants in DVA cases</li><li>▪ Police internal discipline records concerning misconduct relating to DVA cases</li><li>▪ Monitoring reports on FCS units in Gauteng; actions taken by SAPS in response to those reports</li><li>▪ Number of problems referred to NPA SOCA Unit; and follow-up.</li></ul>	<ul style="list-style-type: none"><li>▪ DVA cases referred to ICD and followed up</li><li>▪ Number of public complaints related to DVA (complaints register)</li><li>▪ Monitoring reports</li><li>▪ Referrals to SOCA Unit at NPA</li></ul>

### ***Project 2: Corruption***

The Department will support efforts by all the criminal justice agencies in Gauteng to reduce and prosecute cases of corruption among government officials. It will publicise reporting routes for citizens and promote ethical conduct by officials.

<b>Objective</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
Reduced corruption within the criminal justice departments	<ul style="list-style-type: none"><li>▪ Education and awareness-raising to encourage reporting of corruption in the CJS.</li><li>▪ Monitor (and assist where necessary with) the development of anti-corruption plans by all policing agencies in the province</li><li>▪ Monitor the implementation of the police agencies' plans</li><li>▪ Evaluate impact of the anti corruption measures taken by the police agencies</li></ul>	<ul style="list-style-type: none"><li>▪ Increased reporting and public awareness of corruption in the CJS</li><li>▪ Increased conviction rate in cases of CJS corruption</li></ul>	<ul style="list-style-type: none"><li>▪ Crime statistics kept by SAPS</li><li>▪ Complaints register</li><li>▪ SAPS Internal Discipline records</li></ul>

### ***Project 3: Monitor police impact on serious crime***

The Department is responsible for oversight of the police in the province, and will pay particular attention to overseeing the planning and execution of strategies (by the SAPS and MPDs) to reduce serious crime in Gauteng. Monitoring will be focussed on the work of police agencies in respect of:

- Reducing levels of serious violent crime the province, especially the SAPS Provincial Priority Crimes (Robbery, Hijacking, Murder, Rape and Common Assault). In particular, the Premier wants to see a 10% reduction in the levels of murder in the province over the next 5 years.
- The policing of violence against women and children,
- Improving tourist safety,
- Improving safety at schools to enable the education system to function effectively, and
- Planning for the safety aspects of the 2010 Soccer World Cup.

The Department will monitor police planning, as well as the implementation and impact of police strategies, and will facilitate appropriate interdepartmental support from other provincial government departments. This monitoring will be conducted



through locally-based monitors appointed by the Department, as well as through research and interaction with communities. The data gathered by the Department in its monitoring efforts will be discussed with the policing agencies in formal quarterly reviews, and presented to the provincial legislature, which also plays an important oversight role.

<b>Objective</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
<p>Effective monitoring of police agencies in Gauteng to ensure that they make the necessary impact on crime.</p> <p>Ensure that police agencies contribute to meeting the target of 10% reduction in murder rate.</p>	<ul style="list-style-type: none"> <li>▪ Planning and monitoring re serious crimes (provincial priority crimes)</li> <li>▪ Planning and monitoring re policing of violence against women and children</li> <li>▪ Planning and monitoring re policing of tourist safety</li> <li>▪ Planning and monitoring re police role in school safety and security</li> <li>▪ Planning and monitoring police re safety aspects of Soccer World Cup</li> </ul>	<ul style="list-style-type: none"> <li>▪ Impact of Department's views on police agencies' plans</li> <li>▪ Improvements in police practice and impact on crime and safety</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monitoring reports</li> <li>▪ Feedback from police agencies</li> <li>▪ Crime statistics</li> <li>▪ Data from victim surveys</li> </ul>

***Project 4: Monitor police service standards***

The Department will also monitor the standards of service among the police agencies in the province, in line with the Batho Pele principles and various service delivery improvement programmes. Again, this will be done through a combination of ongoing local monitoring of police operations, with commissioned research and regular interaction with communities.

<b>Objective</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
Effective monitoring of service delivery standards among police agencies in Gauteng, resulting in improved service from the police agencies.	<ul style="list-style-type: none"> <li>Monitoring and reporting</li> <li>Facilitating problem-solving re service problems, with CPF's and SAPS and municipal policing agencies.</li> </ul>	<ul style="list-style-type: none"> <li>Usefulness of monitoring reports</li> <li>% of report recommendations followed up and implemented by the police agencies</li> <li>Decline in public complaints re police service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring reports</li> <li>Feedback from police agencies</li> <li>Data from victim surveys and exit polls conducted by other agencies (Stats SA, NGO's, researchers)</li> </ul>

***Project 5: Monitor police implementation of key policies and legislation***

The Department will monitor the compliance of the police agencies with important new policies and legislation, most notably the Firearms Control Act and the Domestic Violence Act, as the successful implementation of these policies will assist in improving safety and reducing some of the most prolific crimes (gun crime and crimes against women and children) in Gauteng.

<b>Objective</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
Effective monitoring of policy compliance among police agencies in Gauteng to ensure that they implement new policies effectively.	<ul style="list-style-type: none"> <li>Monitor police agencies' compliance with DVA, FCA and other key policies</li> <li>Monitor and assist SAPS with the implementation of employee wellness programmes, especially HIV/Aids Workplace Programmes</li> </ul>	<ul style="list-style-type: none"> <li>Levels of SAPS compliance with policies and with MEC's directives</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring reports</li> <li>Feedback from police agencies</li> <li>Data from victim surveys and exit polls conducted by other agencies (Stats SA, NGO's, researchers)</li> </ul>

***Project 6: Monitor municipal police agencies***

In accordance with the SAPS Amendment Act concerning the establishment of municipal police services, the MEC will continue to monitor these police services and to ensure that the SAPS Provincial Commissioner is co-ordinating the efforts of these services to maximum effect. In addition to monitoring the municipal police services in respect of their impact on crime, their service standards, and their compliance with new policies; the Department will also monitor their adherence to their establishment plans and annual strategic plans. The Department will work closely with local government and with the Provincial Department of Development Planning and Local

Government to ensure that municipal police agencies in Gauteng provide excellent service and make a real impact on community safety.

<b>Objective</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
Effective monitoring of municipal police agencies in Gauteng to ensure that they comply with law and business plans.	<ul style="list-style-type: none"> <li>Monitor municipal police agencies iro their business plans and their impact on safety</li> </ul>	<ul style="list-style-type: none"> <li>Compliance of municipal policing agencies with law and with their business plans.</li> <li>Impact of municipal policing agencies on safety and traffic in their municipal areas</li> <li>% of recommendations implemented</li> <li>Public complaints re municipal policing agencies</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring reports compiled by the Department</li> <li>Reports compiled by municipal policing agencies and SAPS</li> <li>Complaints against municipal policing agencies</li> </ul>

***Project 7: Monitor public complaints against police agencies***

The MEC and Department receive complaints from the public, and from the legislature or other government departments, about the quality of police services in the province. These complaints will be referred to the appropriate agency for investigation, and the Department will scrutinise the steps taken to deal with complaints and ensure that complainants receive satisfactory feedback from the police agency concerned. In doing this work, the Department will continue to build co-operative working relationships with the SAPS, the MPDs and the Independent Complaints Directorate in the province.

<b>Objective</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
Improved handling of public complaints made/ referred to the Department  Future decline in number of complaints made	<ul style="list-style-type: none"> <li>Improve mechanisms of receiving complaints</li> <li>Register and ensure proper tracking of received complaints</li> <li>Intervene on behalf of complainants with relevant government institutions</li> <li>Process and analyse complaints to determine trends</li> </ul>	<ul style="list-style-type: none"> <li>Numbers of complaints received</li> <li>% complaints cases satisfactorily closed</li> <li>% satisfaction among complainants</li> <li>Turnaround time</li> </ul>	<ul style="list-style-type: none"> <li>Departmental records re numbers of complaints and disposal</li> <li>Surveys among complainants</li> </ul>

## 5.2 Policy and Research Support on Safety Issues

The Department must provide policy and research support to the MEC and the Provincial Executive in respect of safety matters. The MEC participates in two national Min-MEC structures: one with the national Minister for Safety and Security, and one with the national Minister of Transport. In respect of each, the MEC needs research and policy support, for example to provide provincial inputs into the preparation of new national legislation or amendments to national legislation. Within the five-year period, a new or revised SAPS Act is anticipated, as well as amendments to existing Transport policy and legislation.

The Department will need to build an effective policy support capacity which will provide for:

- dedicated policy and research support to the MEC
- close co-operation with the policy unit in the Premier's office
- management of outsourced research projects
- analysis of data received from other departments
- reporting to provincial legislature
- legal advice on the implementation and amendment of legislation
- collaboration with other departments on cross-cutting policy initiatives
- ongoing consultation with external experts.

Objective	Activities	Performance Measure	Monitoring Mechanism
To provide provincial policy capacity in the fields of policing, crime prevention and traffic	<ul style="list-style-type: none"> <li>▪ Annual tender for panel of external experts to assist MEC and Department on ad-hoc basis; and management of those experts</li> <li>▪ Conduct and manage research</li> <li>▪ Provide &amp; obtain legal advice</li> <li>▪ Analyse data</li> <li>▪ Compile documents</li> <li>▪ Liaise with other policy units such as Premier's Office, legislature etc</li> </ul>	<ul style="list-style-type: none"> <li>▪ Satisfaction of MEC and HOD with quality of advice/information provided</li> <li>▪ Impact by Gauteng MEC/Dept in national processes</li> <li>▪ Success in litigation</li> <li>▪ Feedback from recipients of reports prepared by Dept</li> </ul>	<ul style="list-style-type: none"> <li>▪ % external advice utilised vs advice provided by Dept Staff</li> <li>▪ Data on litigation involving Dept</li> <li>▪ Feedback from users of reports prepared by Dept (eg legislature, Exco, public)</li> </ul>

***PRIORITY 2: Co-operative governance to ensure effective working relationships with all role-layers and stakeholders, law enforcement agencies, traffic law enforcement agencies and all spheres of government***

This priority will be implemented through the department's existing partnerships and coordinating structures as well as the design, establishment and operationalisation of other necessary coordinating structures and partnerships. This is further elaborated upon in Section 6 of this document.

***PRIORITY 3: Safety Promotion***

**5.3 Road Safety**

The Department aims to improve road safety in the province, and, in particular, to reduce the number of road deaths in Gauteng by 30% over the five-year period. It will do this in accordance with the national road safety strategy and the Gauteng Drive 4 Life strategy. The key elements of these strategies are:

***Project 1: Enforcement***

Ongoing traffic enforcement by the Department's uniformed staff will focus on improving road safety and reducing deaths.

<b>Objectives</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
Effective Traffic Law Enforcement to improve traffic management and road safety in Gauteng  Reduce road accident deaths by 30%	▪ Pedestrian Enforcement	▪ Number of successful prosecutions ▪ Declining trend in pedestrian violations ▪ Reduced levels of pedestrian accidents & fatalities	▪ Monthly Project Reports
	▪ Major K78 roadblocks and Road side check points	▪ Number of K78 roadblocks (major) ▪ Number of check points	▪ Monthly Departmental Reports
	▪ Visible vehicle patrolling	▪ Number of documents (fines & summonses) issued ▪ Declining trend in violations	▪ Monthly Project Reports
	▪ Incident Management	▪ Number of successful simulation exercises ▪ Feedback on handling of actual incidents	▪ Monthly IMS Reports
	▪ Speed law enforcement	▪ Number of vehicles monitored for speed ▪ Declining speeding trend in Gauteng	▪ Monthly Project Report

## ***Project 2: Education***

The Department will provide public education and awareness programmes that promote safety, with one particular area of focus on road safety. This will be achieved through the effective implementation of Road Safety Education and Promotion projects including the following:

- Scholar patrol at schools in Gauteng
- Establishment of and participation by Community road Safety Forum in community Road safety projects
- Safe School program for Secondary Schools
- Driver Education project including Driver of the Year competitions
- Pedestrian Visibility projects
- Junior Pedestrian Education projects
- Adult Pedestrian Education projects
- Events Management for exhibitions, etc
- Road Safety Awareness Campaigns utilising printed and electronic media, billboards, posters, pamphlets, etc

<b>Objectives</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
Improved Road Safety Awareness in order to reduce road accident deaths by 30%	<ul style="list-style-type: none"> <li>▪ Scholar Patrol</li> <li>▪ Scholar education</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of schools and scholars participating</li> <li>▪ Awareness levels of road safety among scholars</li> <li>▪ Reduced accidents at scholar patrol sites</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly Project Reports</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Community Forums</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number and strength of community forums</li> <li>▪ Impact of community forums' activities on road safety awareness</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly Project Reports</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Driver Education</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of drivers trained</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly Project Reports</li> </ul>
	<ul style="list-style-type: none"> <li>▪ DOTY Project</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of Provincial participants</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly Project Reports</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Pedestrian Visibility</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of pedestrians participating</li> <li>▪ Incidence of pedestrian accidents</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly Project Reports</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Junior Pedestrian</li> </ul>	<ul style="list-style-type: none"> <li>▪ No of junior pedestrians participating</li> <li>▪ Incidence of accidents involving juvenile pedestrians</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly Project Report</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Adult Pedestrian</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of adult pedestrians participating</li> <li>▪ Incidence of accidents involving adult pedestrians</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly Project Reports</li> </ul>

<ul style="list-style-type: none"> <li>Road Safety Promotion Programmes in order to reduce road accident deaths by 30%</li> </ul>	<ul style="list-style-type: none"> <li>Event Management</li> </ul>	<ul style="list-style-type: none"> <li>Number of exhibitions</li> <li>Positive feedback from participants in events</li> <li>Improved awareness of road safety among participants at the events</li> </ul>	<ul style="list-style-type: none"> <li>Monthly Project Reports</li> <li>Feedback from participants</li> </ul>
	<ul style="list-style-type: none"> <li>Road Safety Awareness Campaign</li> </ul>	<ul style="list-style-type: none"> <li>Improved awareness of road safety among target audiences</li> <li>No of community operations &amp; people reached</li> </ul>	<ul style="list-style-type: none"> <li>Monthly Project Reports</li> <li>Market research surveys</li> </ul>

***Project 3: Co-operative governance and joint operations between all agencies***

The Department plans and implements joint projects for education, enforcement and traffic engineering with Metro/District/Local authorities, other departments of the Provincial Government, the SAPS, MPDs and other provinces.

The targets of these operations are the 122 testing stations, 39 testing centres and 92 driving schools in the Gauteng Province, as well as all road users. These activities are conducted across the provinces, particularly in identified hazardous locations such as the R59, Soweto Highway, Atteridgeville, Pretoria, the N14 and N3 highways.

Objectives	Activities	Performance Measure	Monitoring Mechanism
Co-ordinated planning, execution and monitoring of Joint Traffic Management Operations in Gauteng to ensure effective traffic management and improved road safety.	<ul style="list-style-type: none"> <li>Drive-4-Life</li> </ul>	<ul style="list-style-type: none"> <li>Number of prosecutions</li> <li>Number of roadblocks</li> <li>Number of operations</li> <li>Declining trends in accidents and fatalities</li> </ul>	<ul style="list-style-type: none"> <li>Arrive Alive Reports and TMG Presentations</li> <li>Trend information from GTIC</li> </ul>
	<ul style="list-style-type: none"> <li>Joint Operations</li> </ul>	<ul style="list-style-type: none"> <li>Number of operations</li> <li>Number of offences and prosecutions</li> <li>Declining trends in violations</li> </ul>	<ul style="list-style-type: none"> <li>Project Management Reports</li> <li>Trend information from GTIC database</li> </ul>
To ensure compliance with norms and standards amongst targeted institutions	<ul style="list-style-type: none"> <li>Incident Management (IMS)</li> </ul>	<ul style="list-style-type: none"> <li>Number of successful simulations</li> <li>Positive feedback on handling of actual incidents</li> </ul>	<ul style="list-style-type: none"> <li>Project Management Database</li> </ul>
	<ul style="list-style-type: none"> <li>Road Safety Engineering, Audits and Hazlocs</li> </ul>	<ul style="list-style-type: none"> <li>No of road safety audits and projects conducted with Dept of Works &amp; Transport</li> <li>Decline in accidents at Hazlocs</li> </ul>	<ul style="list-style-type: none"> <li>Project Management Database</li> </ul>

#### ***Project 4: Analysis***

The Department will conduct regular analyses of traffic data (from the GTIC and from the National Department of Transport) and of mortuary data to provide a detailed picture of road deaths in Gauteng. This will enable ongoing refinement and adjustment of our road safety strategies, and enable meaningful assessment of the impact of the strategies.

<b>Objectives</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
To render information and statistical services on traffic management and road safety in Gauteng	<ul style="list-style-type: none"><li>▪ Analysis of trends in road fatalities in Gauteng</li><li>▪ Analysis of trends in road safety in Gauteng</li><li>▪ Access and analysis of mortuary data and NDOT fatality reports</li><li>▪ Ongoing production of reports as required</li></ul>	<ul style="list-style-type: none"><li>▪ Complaints / inaccuracies in reports</li><li>▪ Number of reports requested and produced</li><li>▪ Feedback from users of reports</li></ul>	<ul style="list-style-type: none"><li>▪ Project Management</li><li>▪ NDoT and Mortuary reports</li></ul>

### **5.4 Social Crime Prevention**

#### ***Project 1: Co-ordination of Social Crime Prevention Strategies***

The Department will co-ordinate the crime reduction efforts of all Provincial Government Departments and local authorities in Gauteng. This will involve the collation of all crime prevention plans by Provincial Departments and by local authorities; and integration of these into a Provincial Crime Prevention Strategy. In line with the policies laid out in the NCPS and the White Paper on Safety and Security, the Department will support and encourage local authorities in their efforts to prevent crime. The Department will work with local authorities that require assistance in formulating local safety strategies; in particular, we will assist local authorities in their efforts to develop social crime prevention capacity.



<b>Objective</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
Promote social crime prevention with local authorities in the province	<ul style="list-style-type: none"> <li>▪ Provide support for a provincial crime prevention/safety co-ordination structure, including the running of meetings, minutes and follow-ups.</li> <li>▪ Assist local authorities with development &amp; implementation of local crime prevention strategies.</li> <li>▪ Facilitate and support Integrated and co-ordinated social crime prevention activities by local authorities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participation of all departments and local authorities in co-ordination system for crime prevention in Gauteng.</li> <li>▪ Improved co-ordination and relationships between provincial departments and local authorities around crime prevention</li> <li>▪ Number of Local Authorities assisted; and take-up of social prevention strategies.</li> <li>▪ Reductions in crime / improvements in safety in municipalities implementing their own local safety strategies</li> <li>▪ Quality of relationship with municipalities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Records of meetings and activities; reports to Gauteng Cabinet.</li> <li>▪ SAPS and other crime data</li> </ul>

### ***Project 2: Prevention of violence against women & children***

The Department will continue to prioritise prevention programmes aimed at reducing victimisation of women and children, and empowering women in the province. It will lead with implementation and monitoring of the Provincial Strategy on Violence Against Women & Children.

The Department will also support prevention programmes aimed at perpetrators (or potential perpetrators) of violence against women, in parallel with ongoing support to victims. It will evaluate this type of prevention with a view to rolling out good practices across the province. The Department will continue to educate communities about violence against women and to encourage women to report these crimes. Our prevention and awareness efforts will be matched by our monitoring of the police agencies' handling of these crimes.

<b>Objective</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
<p>Reduced levels of violence against women and children in Gauteng</p> <p>Contribute to the reduction in violent deaths in Gauteng especially deaths of women and children</p>	<ul style="list-style-type: none"> <li>▪ Co-ordination of the Gauteng strategy for prevention of violence against women and children</li> <li>▪ Implementation of the above prevention strategy.</li> <li>▪ Ongoing assessments of the impact of the strategy, reviews and enhancements of future efforts</li> <li>▪ Support (fund, encourage or facilitate) prevention programmes. Main strategies are community-based education and empowerment, with the aim of attitude &amp; behaviour change</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase in % of reporting in cases of violence against women &amp; children.</li> <li>▪ Number &amp; type of preventive programmes implemented / supported; and assessments of the impact of these.</li> <li>▪ Reduced levels of victimisation of women and children in Gauteng</li> </ul>	<ul style="list-style-type: none"> <li>▪ Crime data from SAPS and from victim surveys conducted by other agencies (Stats SA, researchers etc)</li> <li>▪ Impact assessments of prevention programmes</li> </ul>

### ***Project 3: Victim Empowerment (prevention of secondary victimisation)***

Victim support and empowerment will remain a flagship programme of the Gauteng government, and as such the Department will work in close partnership with the Department of Social Services in delivering better services to victims of crime.

The Department will support and monitor efforts by the police agencies to improve their interaction with victims of crime. It will continue to fund the provision of 'comfort rooms' at every police station in the province, and it is estimated that 14 further rooms will be provided in year one, and 14 in year two, thus completing the project of ensuring that every police station in the province has a comfort room for victims of crime. The municipal police agencies will also be encouraged and monitored to ensure that their services and facilities are appropriate for victims of crime.

The Department has previously conducted and funded victim empowerment training for community volunteers who work at police stations to provide lay counselling to victims of crime, and an evaluation should be conducted in early 2005 to assess the impact of this training. If it is found to be useful, further training of volunteers will be conducted in subsequent years.

The Ikhaya Lethemba integrated service centre infrastructure will be completed in the first year, and work will continue with the Departments of Public Works, Health and Social Services to ensure its sustainability over the five-year period.

Ikhaya Lethemba is intended to be built and reviewed as a model of excellence in victim empowerment; and will therefore be supported and subjected to rigorous evaluation over the coming five-year period. At the end of the five-year period, models for its replication, and also for its financial sustainability in the long-term, will be available for decision-making. Furthermore, the department will also review the location of the centre due to the fact that the Department of Social Services and Population Development is the custodian of victim empowerment.

<b>Objective</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
<p>Reduced levels of secondary victimisation among victims of serious crime in Gauteng;</p> <p>Improved conviction rate in cases handled at Ikhaya Lethemba</p>	<ul style="list-style-type: none"> <li>▪ Provision of victim support rooms &amp; maintenance of them (direct support to the SAPS).</li> <li>▪ Evaluation of current training / capacity building programme for volunteers and possible future capacity-building of volunteers.</li> <li>▪ Infrastructure of Ikhaya Lethemba completed</li> <li>▪ Co-operative arrangements with other depts for its future support / sustainability</li> <li>▪ Develop good practices, monitor, review and evaluate.</li> <li>▪ Disseminate good practices &amp; models</li> <li>▪ Develop future financial sustainability model after 5 years</li> <li>▪ Enhancement of medico-legal as well as psycho-social services to victims in terms of HIV/Aids with Ikhaya Lethemba</li> </ul>	<ul style="list-style-type: none"> <li>▪ VEP rooms completed and used at each police station in Gauteng. Monitor ongoing use and effectiveness of these rooms</li> <li>▪ Data on the impact of these volunteers; and on the training they received.</li> <li>▪ Numbers of active volunteers, numbers of victims assisted</li> <li>▪ Witness co-operation with investigators/prosecutors</li> <li>▪ Improved conviction rate in cases dealt with by IL</li> <li>▪ Financial costs of IL shared with other departments</li> <li>▪ Future feasibility models for IL</li> <li>▪ Number of complaints about IL or about the trained volunteers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inspections / reports concerning SAPS/MPDs where victim comfort rooms should be established/ upgraded.</li> <li>▪ Various evaluation / impact assessment reports on IL and VEP projects.</li> </ul>

#### ***Project 4: Prevention of youth criminality***

The Department will continue to work with the Provincial Departments of Sports and Recreation and Social Development to develop a comprehensive strategy to develop young people and reduce youth criminality in Gauteng.

<b>Objective</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
Contribute to a reduction in youth criminality in Gauteng	<ul style="list-style-type: none"><li>▪ Review and implementation of provincial framework document on the prevention of youth criminality.</li><li>▪ Support to SRAC and other social crime prevention programmes aimed at youth. Eg support to activities of 'Youth Desks'</li><li>▪ Support to the Dept of Education in making schools safe places for learning and teaching.</li></ul>	<ul style="list-style-type: none"><li>▪ Decrease in levels of youth crime</li><li>▪ Impact assessment of youth crime prevention activities funded by the Department</li></ul>	<ul style="list-style-type: none"><li>▪ Data on trends in youth criminality from SAPS and other sources.</li><li>▪ Various impact assessments reports</li><li>▪ Reports on schools safety from Gauteng Dept of Education</li></ul>

#### ***Project 5: School-based Crime Prevention***

The Department will continue to work with the Provincial Department of Education, the NGO community and the South African Police Service (SAPS) to provide safe and secure schooling at identified schools around the province. The Department will initiate two flagship projects to prevent crime and violence at schools.

The target audiences of both projects are learners, educators, parents and communities that surround schools.

The two projects are:

- School safety projects
- Road Safety projects
- Projects targeting youth at risk

<b>Objective</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
Instil confidence in SAPS at schools  Reduce the incidences of crime at schools in the province.  Provide police with information regarding criminal activities at schools  Sensitising learners to the negative aspects of crime	<ul style="list-style-type: none"> <li>Promote the Adopt-a-Cop programme.</li> <li>Support to SRAC and other social crime prevention programmes aimed at youth. Eg support to activities of 'Youth Desks'</li> <li>Support to the Dept of Education in making schools safe places for learning and teaching.</li> </ul>	<ul style="list-style-type: none"> <li>Impact assessment of youth crime prevention activities funded by the Department</li> </ul>	<ul style="list-style-type: none"> <li>Data on trends in youth criminality from SAPS and other sources.</li> <li>Various impact assessments reports</li> <li>Reports on schools safety from Gauteng Dept of Education</li> </ul>

### ***Project 6: Prevent Criminality amongst Out-of-school Youth***

The Department will continue to work with the Youth Desks that have been established at police stations around the province. The Desks act as hubs for identifying problems at a local level and then initiating projects in collaboration with CPFs, SAPS, NGOS and communities.

The target audiences of both projects are youth, parents and communities that in areas all over the Gauteng Province.

<b>Objective</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
To ensure effective community-based responses to youth criminality	<ul style="list-style-type: none"> <li>Development of joint action plans.</li> <li>Scoping and support of projects</li> <li>Monitoring the impact of projects.</li> </ul>	<ul style="list-style-type: none"> <li>Decrease in levels of youth crime</li> </ul>	<ul style="list-style-type: none"> <li>Data on trends in youth criminality from SAPS and other sources.</li> <li>Various impact assessments reports</li> </ul>

## **5.5 Promote Police-Community Relations**

The Provincial Government is committed to vibrant democratic community participation in all aspects of governance in Gauteng; and will encourage communities to strengthen their local CPF's and Road Safety Forums. The Department will continue to support some of the social crime prevention efforts of CPFs; and will continue to facilitate processes between local police stations and CPF's that result in problem-

solving and improved service delivery by the SAPS to the people of the province. The Department has traditionally supported Community Police Forums (CPF's) (which are established in terms of the SAPS Act), and Community Road Safety Forums.

The establishment of CPF's is the statutory responsibility of the Provincial Commissioner of the SAPS, and the Department will direct the Provincial Commissioner from time to time as regards the strengthening of CPF's. The Department's monitoring fieldworkers will play an important role in assessing the situation of CPF's on the ground. The department will however lead and support the establishment of these structures and provide organisational support.

The Department will also actively participate in national policy processes concerning CPF's, such as the finalisation of national regulations and the drafting of a new White Paper on Safety and Security.

<b>Objective</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
Improved community police relations.  Strengthen Community Police Forums and other forums for community participation in safety.	<ul style="list-style-type: none"> <li>Annual assessments of the state of CPF's (and other similar structures) in the province.</li> <li>Department to assist MEC to issue directives to govern the functioning of CPF's in the province.</li> <li>Participate in national policy processes around CPF's</li> <li>Facilitate and support social crime prevention activities by CPF's</li> <li>Facilitate and support problem-solving around service delivery between SAPS and CPF's.</li> </ul>	<ul style="list-style-type: none"> <li>Improvements in police-community relations.</li> <li>Improvements in CPF's.</li> <li>Directives issued, implemented and complied with.</li> <li>Impact of Gauteng views in national policy processes.</li> <li>CPF's contribute to social crime prevention in their station areas</li> <li>CPF's contribute to service delivery improvement by the local police stations</li> </ul>	<ul style="list-style-type: none"> <li>Annual assessment reports on CPF's.</li> <li>Public surveys re police</li> <li>SAPS responses to MEC's directives</li> <li>Gauteng inputs adopted in national policy processes</li> <li>Reduced levels of crime / victimisation in areas where social prevention has taken place</li> <li>Improved police service at stations where CPF's have been active</li> </ul>

## 5.6 Public Education and Awareness

The Department has traditionally worked to promote crime prevention, human rights, and excellence in policing; and to promote road safety. This type of work involves community education, awareness-raising and social messaging through the media and community structures.

In years one and two, the Department's resources for communication, community relations and safety promotion will be restructured for maximum impact, and new

approaches to public education and awareness of safety will be developed. The communications and education function will operate in support of the Department's primary goals – to improve safety and reduce fear in the province. Most importantly, in the period leading up to the 2010 Soccer World Cup, the challenge will be to improve perceptions of safety (and especially investor and tourist safety) in Gauteng.

Safety promotion work will continue with children and in schools, and with other groups that are at risk of being involved in crime or traffic accidents (such as women, pedestrians, passengers on public transport and the elderly).

Objective	Activities	Performance Measure	Monitoring Mechanism
Improved public awareness and understanding of the public safety	<ul style="list-style-type: none"> <li>Various communication and education activities in support of the Department's strategic objectives</li> </ul>	<ul style="list-style-type: none"> <li>Levels of public awareness, understanding and empowerment</li> </ul>	<ul style="list-style-type: none"> <li>Increased reporting of crime</li> <li>Levels of community participation in meetings, CPF's, campaigns etc</li> <li>Occasional surveys</li> </ul>

#### ***PRIORITY 4: Effective traffic law enforcement***

### **5.7 Traffic Law Enforcement**

The Department will deliver provincial traffic services in accordance with various legal mandates. Year one will include a period of organisational re-design as the Directorate of Traffic Management moves into the Department, but this will not entail any disruption to the line service delivery functions, which are grouped as follows:

#### ***Project 1: Inspections of testing stations, testing centres & driving schools***

The Department's Traffic Inspectorate will:

- Inspect and monitor vehicle testing stations in the province for compliance of examiners, testing facilities and administration. This is done on a continuous basis. (There are approximately 122 testing stations in Gauteng at present). We will also work with the National Department of Transport to upgrade facilities at testing stations over the five-year period.
- Inspect and monitor all Driving Licence Testing Centres province for compliance of examiners, testing facilities and administration. This is done on a continuous basis. (There are approximately 39 testing centres in Gauteng at present). We will also work with the National Department of Transport to upgrade facilities at the testing centres.
- Participate in the national process of developing and implementing new legislation concerning driving schools.

- Implement new legislation or any amendments to the Road Traffic Act.

<b>Objectives</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
To conduct inspections in order to increase compliance with laws	<ul style="list-style-type: none"> <li>▪ Conducting inspections at Testing Stations, Centres and Driving Schools</li> </ul>	<ul style="list-style-type: none"> <li>▪ Numbers of inspections carried out</li> <li>▪ Trends in compliance and violations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Traffic Management Monthly Report and data on Traffic Inspectorate Database</li> </ul>

***Project 2: Inspections of driver and vehicle fitness, including loads & freight***

The Department will continue to inspect drivers and vehicles overloading in order to achieve greater compliance with traffic legislation in the province. The transportation of dangerous goods and freight overloading are particular areas for inspection. This work is done by the uniformed traffic staff of the department on the roads of Gauteng and at weighbridges. The Department, with the Provincial Department of Works, Roads and Transport, will also be implementing the national plan to improve facilities at weighbridges.

The spread of these activities is across the province on targeted routes such as the N12, N17, N14/R28, N1, N3, N4 and R59.

The targets of these operations include heavy good vehicles that are utilising Gauteng's road transport infrastructure.

<b>Objectives</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
<p>To reduce overloading on the roads of Gauteng</p> <p>To protect the road infrastructure of the province.</p>	<ul style="list-style-type: none"> <li>▪ Enforcement, education and inspection focussed on overloading</li> <li>▪ Conducting refresher courses for inspectors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of vehicles weighed</li> <li>▪ % vehicles charged in respect of vehicles weighed</li> <li>▪ Number of training courses delivered</li> <li>▪ Declining trends in overloading</li> </ul>	<ul style="list-style-type: none"> <li>▪ Overload Control Reports</li> </ul>

***Project 3: Inspection of road user compliance with the rules of the road***

The Department will continue to police drivers and pedestrians in order to achieve greater compliance with traffic legislation in the province. This work is done by the uniformed traffic staff of the department on the roads of Gauteng.



<b>Objectives</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
Increased compliance with rules of the road, to improve road safety and efficient traffic management.	<ul style="list-style-type: none"> <li>▪ Law enforcement</li> </ul>	<ul style="list-style-type: none"> <li>▪ % of successful prosecutions</li> <li>▪ Number of enforcement operations</li> <li>▪ Improved compliance with rules</li> <li>▪ Decrease in road accidents</li> <li>▪ Decrease in road accident deaths</li> </ul>	<ul style="list-style-type: none"> <li>▪ Drive 4 Life Reports TMG Presentations</li> <li>▪ Reports from GTIC database</li> </ul>

***Project 4: Inspection of government vehicles and Public Passenger Transport***

The Department will continue to police Government Garage vehicles (and the drivers of such vehicles) on the roads of Gauteng, to ensure that government vehicles are not being misused. This work is done by the uniformed traffic staff of the department on the roads of Gauteng. In addition, to ensure compliance with the Road Public Passenger Transport Act, the Department will ensure that public transport vehicles (taxis, buses and shuttle taxis) in three regions (Wadeville, Croesus and Pretoria) across identified routes will be inspected to ensure compliance with operators licenses and passenger safety.

The targeted populations for these activities include all Government Garage vehicles owned by the Gauteng Province and other spheres of government and all marked sub-cars, and all road public passenger transport vehicles.

These activities will be conducted across the entire Gauteng Province, and identified regions.

<b>Objectives</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
<p>To ensure that GG vehicles comply with relevant policies &amp; legislation</p> <p>To ensure that taxis and buses comply with relevant legislation</p>	<ul style="list-style-type: none"> <li>▪ Inspections of Government and subsidised vehicles</li> <li>▪ Spot inspections at shopping malls, sporting venues etc.</li> <li>▪ Confiscation of non-compliant vehicles</li> <li>▪ Checking of driver &amp; vehicle fitness</li> <li>▪ Monitoring overloading</li> <li>▪ Checking licenses routes</li> <li>▪ Managing taxi violence &amp; public complaints</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of GG vehicle operations</li> <li>▪ Number of subsidised vehicle operations</li> <li>▪ Improved compliance with rules</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly Reports and Database</li> </ul>

***Project 5: Participate in & co-ordinate traffic management structures***

The Department will participate in the various structures and committees established in terms of the National Road Traffic Management Co-ordinating Committee (RTMCC). In addition, the Department will co-ordinate the Traffic Management Gauteng (TMG), involving other provincial departments, local authorities, and SAPS. The Department will also work with other agencies in planning effective traffic management for the 2010 World Cup events in Gauteng.

<b>Objectives</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
<p>To participate in traffic management structures which assist with delivery of traffic services in the province</p>	<ul style="list-style-type: none"> <li>▪ Participate in national RTMC and RTMCC structures on behalf of Gauteng Province</li> <li>▪ Co-ordinate traffic management in Gauteng through the TMG structures</li> <li>▪ Liaise with local authorities iro traffic matters</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attendance at national meetings</li> <li>▪ % national decisions / plans implemented</li> <li>▪ % Gauteng decisions / plan implemented</li> </ul>	<ul style="list-style-type: none"> <li>▪ Impact of national decisions / actions / plans in Gauteng</li> </ul>

### ***Project 6: Provide traffic training***

The Department will provide traffic officer training and various modules of specialised training (eg for transport inspectors, drivers licence examiners and examiners of vehicles) at the provincial traffic college at Boekenhoutkloof near Pretoria. (The college can accommodate approximately 140 student traffic officers per year. Traffic officials from anywhere in South Africa - and from other countries - can attend the college as fee-paying students, as the training courses are nationally accredited by the Department of Transport).

The training courses will become accredited with the South African Qualifications Authority (SAQA) and the POSLEC SETA (the Police, Legal, Security and Law Enforcement Sector Education and Training Authority). The Department's training staff will participate in the National Technical Committee on Traffic Training and will implement changes in national traffic training curricula as necessary. The college will continue to develop its computer-based training applications and to develop new courses for supervisory and managerial-level traffic staff.

<b>Objectives</b>	<b>Activities</b>	<b>Performance Measure</b>	<b>Monitoring Mechanism</b>
To enhance and improve the quality of traffic training in Gauteng	▪ Implement Computer Based Training (CBT)	▪ Development of new course materials ▪ Feedback from students and from managers of trained staff	▪ Monthly Project Management Report
To provide excellent training for traffic officers	▪ Deliver Traffic Officers Course	▪ Number of courses delivered ▪ Feedback from students and from managers of trained staff	▪ Monthly Reports and Project Management Database
	▪ Deliver refresher courses and specialist courses		
	▪ Deliver Examiner of Vehicles courses	▪ Number of courses delivered ▪ Feedback from students and from managers of trained staff	
	▪ Deliver Examiner of Drivers License courses	▪ Number of courses delivered ▪ Feedback from students and from managers of trained staff	
	▪ Deliver Advanced Driving courses	▪ Number of courses delivered ▪ Feedback from students and from managers of trained staff	
	▪ Deliver Public Passenger Transport Act courses	▪ Number of courses delivered ▪ Feedback from students and from managers of trained staff	

### ***Project 7: Provide communications and information services for traffic management***

The Department will continue to deliver communications and information services which support effective traffic management in the province. These include:

- The Gauteng Traffic Information Centre

- The Radio Communications Centre.

Objectives	Activities	Performance Measure	Monitoring Mechanism
To provide communications and information for effective traffic management	<ul style="list-style-type: none"> <li>▪ Rendering of radio communications service</li> <li>▪ Information Management &amp; Statistics</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of terminal enquiries via NATIS</li> <li>▪ Usage volumes of radio communications centre and GTIC</li> <li>▪ Complaints about radio centre or GTIC</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly Project Management Report</li> <li>▪ Complaints register</li> </ul>

***Project 8: Reduce corruption in the traffic services in the province***

The Department will provide an Anti-Fraud and Corruption function within its own Traffic Management Directorate, which will:

- Conduct inspections of administrative and office procedures at all offices of the Traffic Service.
- Undertake preliminary investigations of fraud within the Traffic Service and refer these for investigation, prosecution and disciplinary procedure if necessary.
- Work with the Traffic Training College to develop anti-corruption education for employees.

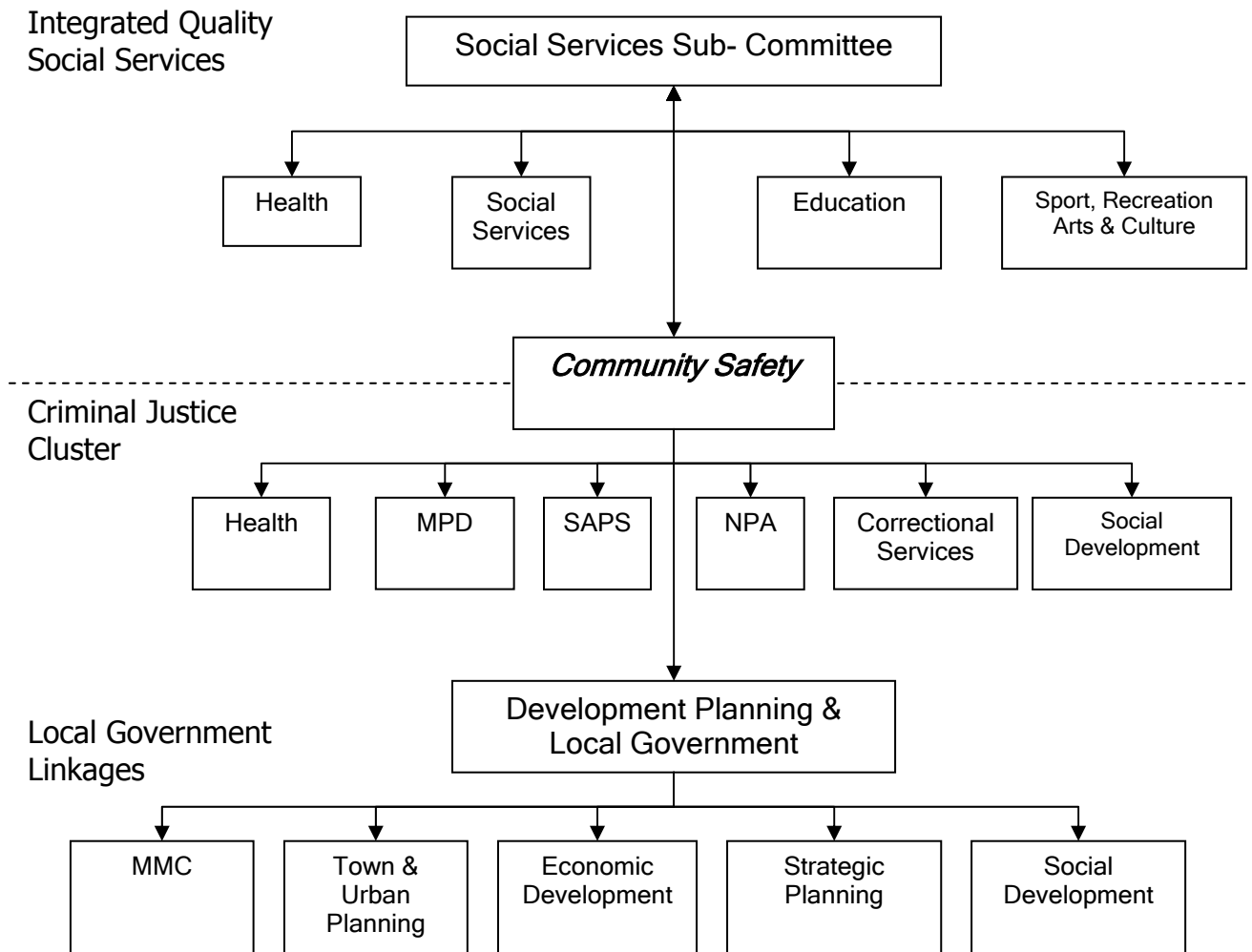
The target populations are both internal and external. Internally, staff are targeted and externally testing stations, driving schools and testing centres are the focus. In addition to regular internal and external audit, the Department will also respond to public complaints in relation to fraud and corruption.

These activities will be conducted across all internal departments, and across regions in the province.

Objectives	Activities	Performance Measure	Monitoring Mechanism
Elimination of fraud and corruption	<ul style="list-style-type: none"> <li>▪ Public education to encourage reporting of fraud and corruption</li> <li>▪ Investigation of alleged fraud and corruption cases</li> <li>▪ Conduct compliance Audits</li> <li>▪ Introduce Anti-Fraud and Corruption training in Traffic Officers Course and for the Department</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of cases reported</li> <li>▪ Number of cases investigated</li> <li>▪ Number of successful prosecutions of offenders</li> <li>▪ Audit data indicating declines in fraud and corruption</li> <li>▪ Number of courses delivered and students trained</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly Reports from the internal anti corruption unit</li> <li>▪ Data on prosecutions from NPA/courts</li> <li>▪ Project Management Database</li> </ul>

## 6. CO-ORDINATION, CO-OPERATION AND INTERDEPARTMENTAL LINKAGES

Much of the Department of Community Safety's work is done in partnership with other provincial departments.



The diagramme above outlines the major co-ordinating structures across the Department of Community Safety. These are generic frameworks that are utilised, however it is important note that specific areas, or specific projects require individualised co-ordination structures. One such example is the structure established to co-ordinate traffic management in the province.

A provincial Traffic Management Forum (TMG) has been established to promote interaction between Provincial Traffic and Metropolitan/District/Local Authorities in Gauteng. The forum comprises representatives of:

- SAPS
- Tshwane Metropolitan Council
- Ekurhuleni Metropolitan Council
- Johannesburg Metropolitan Council
- Sedibeng District Council (Midvaal, Emfuleni, Lesedi)
- Metswedeng District Council (Kungwini, Nokeng Tsa Taemane)
- Merafong City
- Mogale City
- Randfontein Local Council
- Westonaria Local Council
- Gauteng Provincial Directorate: Traffic Management

The TMG operates through ten sub-committees as follows:

- Gauteng Drive-4-Life Committee
- Gauteng Overload Control Committee
- Gauteng Pedestrian Management Committee
- Gauteng Road Safety Education and Communication Committee
- Gauteng Incident Management Committee
- Gauteng Road Safety Audit and Engineering Committee
- Gauteng Information Management and Statistics Committee
- Gauteng Joint Operations Committee
- Gauteng Testing Stations, Testing Centres, Driving Schools Committee
- Gauteng Public Transport Inspections Committee

## **7. PROGRAMME MONITORING AND EVALUATION**

Programme evaluation is a key element of the Department's strategic planning and implementation cycle. It is also a vital complement to performance measurement. Performance measurement provides information on whether a programme is achieving its targets. Programme evaluation tells not only what is happening in a program but why. It typically addresses a broader range of questions, is more sensitive to contextual factors, provides a richer, more complete picture of program performance (including impact), and offers greater insight about ways to improve.

To ensure effective monitoring and evaluation of programmes the following processes are initiated by the Department:

<b>Community Safety</b>	<b>Monitoring Agency</b>	<b>Mechanism</b>
Member of the Executive Council (MEC)	<ul style="list-style-type: none"> <li>▪ Premier</li> <li>▪ Executive Council</li> <li>▪ Standing Committees on Public Safety and Public Accounts</li> <li>▪ Members of the Provincial Legislature</li> <li>▪ Communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Progress reports to the Premier</li> <li>▪ One-on-One meetings with the Premier</li> <li>▪ Reports to committees in the Premier's Office on agreed programmes</li> <li>▪ Quarterly and annual reports</li> <li>▪ Budget speech</li> <li>▪ Strategic Plan</li> </ul>
Head of the Department	<ul style="list-style-type: none"> <li>▪ MEC</li> <li>▪ Auditor General</li> <li>▪ Standing Committees on Public Safety and Public Accounts</li> <li>▪ Department of Public Service and Administration</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly Reports</li> <li>▪ Quarterly Reports</li> <li>▪ Annual Report</li> <li>▪ Monthly management meetings</li> </ul>
Programme Managers	<ul style="list-style-type: none"> <li>▪ Head of Department</li> </ul>	<ul style="list-style-type: none"> <li>▪ Monthly Reports</li> <li>▪ Quarterly Reports</li> <li>▪ Monthly management meetings</li> </ul>
Project Managers	<ul style="list-style-type: none"> <li>▪ Programme Managers</li> <li>▪ Management Team</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weekly Directorate meetings</li> <li>▪ Project Plan meetings</li> <li>▪ Monthly and weekly reports</li> <li>▪ Direct participation in project implementation</li> </ul>

Progress on projects is reported on by the Project Managers in each Directorate. The reports are made against project plans which are approved by the Head of Department, and are funded through the Departmental budget allocation. Each project has an agreed set of Key Performance Indicators (KPIs) which are used as a measure of its success.

In addition, the accounting requirements as spelled out in the Public Finance Management Act (PFMA) and the regular monthly and quarterly reports on financial and non-financial matters are submitted to the Head of Department and the Member of the Executive Council for Community Safety. Reports to Treasury on financial matters are also submitted on a monthly and quarterly basis.

In financial terms, monitoring mechanisms are in place to ensure that the Department is able to close its books timeously every month. The primary systems utilised in this process are BAS, PERSAL, CATS (banking system) and the departmental tracking system.

## **8. RESOURCE ALLOCATIONS AND INSTITUTIONAL ARRANGEMENTS**

### **8.1 Resource Allocations**

In terms of the 2004/5 Budget Book, the following global amounts have been allocated to the two main components of the department:

	<b>Current 2004/5</b>	<b>2005/6</b>	<b>2006/7</b>
Traffic Law Enforcement (from Transport, Roads, Works)	R 115 524 000	R 105 332 000	R 118 327 000
Safety & Liaison	R 39 235 000	R 76 886 000	R 82 417 000
<b>Total</b>	<b>R 154 759 000</b>	<b>R 82 218 000</b>	<b>R 200 744 000</b>

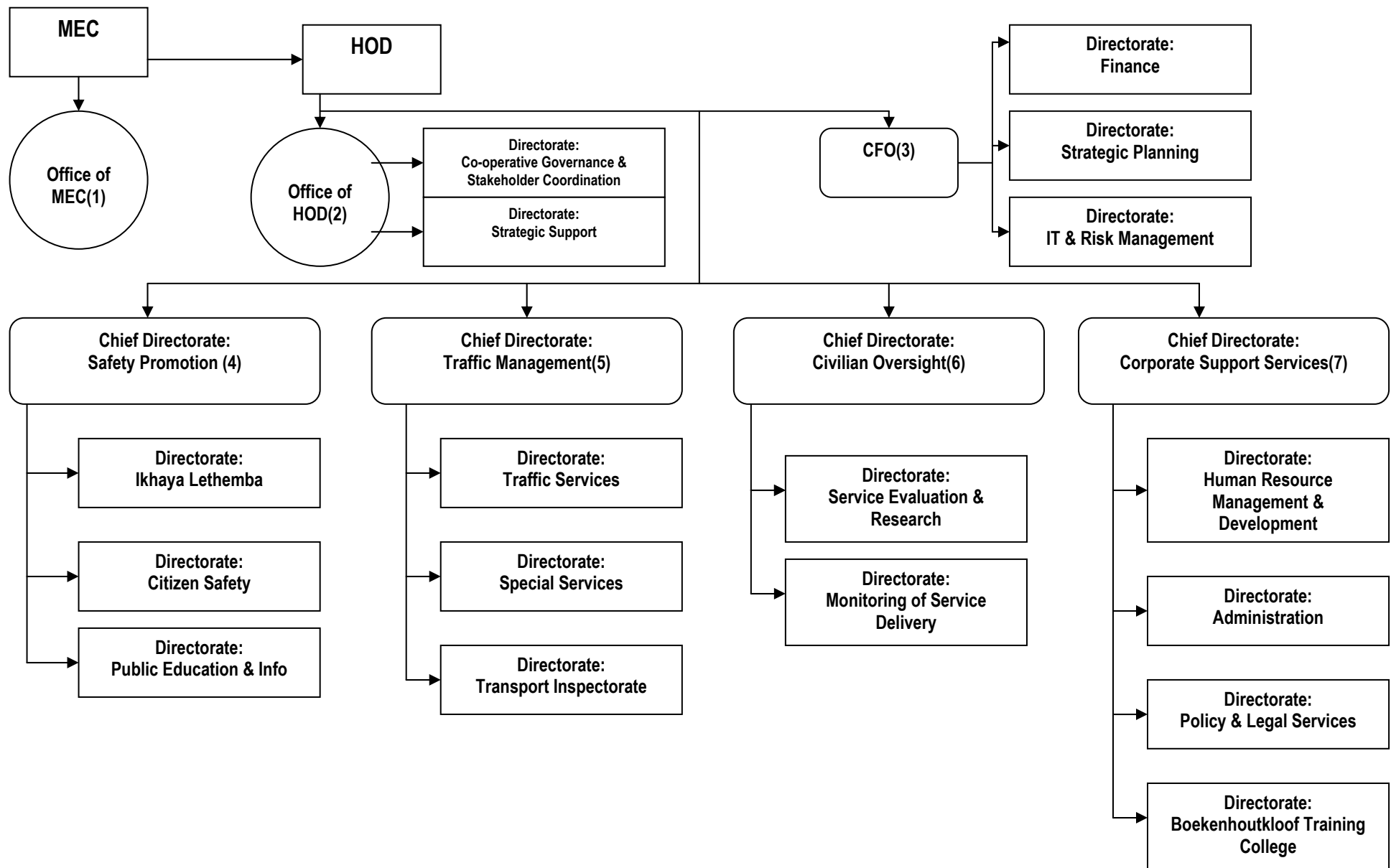
However, the amount indicated above for the Traffic Management Component does not include an amount for the administration and support services for that component, which remains to be vired from the budget of the Department of Transport, Roads and Works.

The merger and formation of the new Department will have significant budgetary implications, and it is anticipated that an adjustment budget will be presented to the Legislature in the near future to address these.

### **8.2 Institutional Arrangements**

The following organigram outlines the structure and functioning of the Department.





### 8.3 Institutional Functions

Management Unit	Unit	Function
Corporate Services	Human Resource Management & Development	<ul style="list-style-type: none"> <li>• Labour Relations</li> <li>• Personnel Management</li> <li>• Training &amp; development</li> <li>• Performance Management &amp; Development</li> <li>• Employee Well-being &amp; Occupational Health &amp; Safety (OHS)</li> <li>• Recruitment, selection and retention</li> </ul>
	Administration	<ul style="list-style-type: none"> <li>• Information Technology (IT)</li> <li>• Administrative support to the line functions</li> <li>• Maintenance</li> <li>• Call Centre</li> </ul>
	Policy & Legal Services	<ul style="list-style-type: none"> <li>• Fraud and Anti-corruption</li> <li>• MISS implementation</li> <li>• Security</li> <li>• Legal &amp; police advice</li> <li>• Record management</li> </ul>
	Boekenhoutkloof Training College	<ul style="list-style-type: none"> <li>• Training of traffic officers, inspectors and examiners</li> </ul>
Chief Financial Officer	Finance	<ul style="list-style-type: none"> <li>• Financial management</li> <li>• Asset management</li> <li>• Management accounting</li> <li>• Supply chain</li> </ul>
	Strategic Planning	<ul style="list-style-type: none"> <li>• Strategic Plans</li> <li>• Organisational performance</li> </ul>
	IT & Risk Management	<ul style="list-style-type: none"> <li>• Business information systems</li> <li>• Asset Management</li> <li>• Security Management</li> <li>• Anti-fraud &amp; corruption</li> </ul>
Head of Department	Promotion of Safety	<ul style="list-style-type: none"> <li>• Traffic Management</li> <li>• Civilian Oversight</li> <li>• Communications</li> <li>• Safety Promotion</li> </ul>
	Administration	<ul style="list-style-type: none"> <li>• Corporate Support</li> <li>• General administration</li> </ul>
	Strategic support	<ul style="list-style-type: none"> <li>• Strategic support</li> <li>• Special projects</li> <li>• Monitoring &amp; evaluation of programme implementation</li> <li>• Performance management</li> </ul>

Civilian Oversight	Monitoring of Service Delivery	<ul style="list-style-type: none"> <li>• Monitoring of police conduct</li> <li>• Monitoring of policy and operational plan implementation</li> </ul>
	Service Evaluation & Research	<ul style="list-style-type: none"> <li>• Research and policy development</li> <li>• Evaluation of law enforcement service delivery</li> </ul>

## APPENDICES

### A. Premier's Core Goals and Objectives

<b>KEY PRIORITIES as set out in the GPG Five Year Strategic Programme</b>	<b>KEY PRIORITY ACTIONS &amp; PROGRAMMES of Department to implement GPG Five Year Strategic Programme</b>
<p>Effective monitoring and evaluation of the South African Police Services and Metropolitan Police Departments.</p>	<ul style="list-style-type: none"> <li>• Monitor and evaluate the implementation of the Domestic Violence Act and the Firearms Control Act.</li> <li>• Monitor the progress of cases involving domestic violence and child abuse.</li> <li>• Monitor the progress of public complaints in relation to police conduct.</li> <li>• Coordinate, monitor and evaluate the development and implementation of tourist safety plans by law enforcement agencies and local government authorities.</li> <li>• Monitor the effects of police community relations with special emphasis on issues such as feedback to communities; victim empowerment; and community policing at a local level.</li> <li>• Monitor and evaluate the implementation and effects of sector policing including its effectiveness.</li> <li>• Monitor and evaluate the transformation of policing agencies in the province.</li> <li>• Monitor and evaluate the development and implementation of operational plans by policing agencies.</li> <li>• Monitor the integration and coordination of functions and operations between the SAPS and MPDs.</li> <li>• Monitoring and evaluating the implementation of plans aimed at addressing police service delivery in peri-urban and rural areas as well as informal settlements.</li> </ul>
<p>Social crime prevention programmes including the prevention of violence and abuse of women and children and prevention of youth criminality.</p>	<ul style="list-style-type: none"> <li>• Complete operationalisation of Ikhaya Lethemba as a one-stop centre for victims of domestic violence and sexual offences.</li> <li>• Coordinating the implementation of the provincial strategy for the prevention of violence and abuse of women and children.</li> <li>• Strengthening and facilitating the establishment of victim empowerment facilities at police station level.</li> </ul>

	<ul style="list-style-type: none"> <li>• Implementation of projects aimed at improving the schooling environment in terms of learning and teaching.</li> <li>• Implementing projects aimed at reducing youth criminality.</li> <li>• Raising awareness on safety and security issues, particularly targeting vulnerable groups.</li> <li>• Promoting awareness of rights as well as responsibilities in communities.</li> </ul>
Strengthening the participation of our people in forums such as community police forums.	<ul style="list-style-type: none"> <li>• Reviewing the concept of community safety forums.</li> <li>• Reviving community policing forums for optimal functionality.</li> <li>• Ensuring the involvement of all structures of civil society in community policing (e.g. local business; community leaders; taxi associations; and faith-based organizations).</li> <li>• Informing the processes and activities of CPFs as well as NGOs and CBOs operating within the safety and security arena.</li> <li>• Coordinating capacity-building exercises for CPFs and ensuring ongoing organizational support for the CPFs.</li> </ul>
Improved traffic control to improve safety and reduce accidents and deaths on our roads.	<ul style="list-style-type: none"> <li>• Facilitate joint planning and execution of traffic management operations between relevant agencies within the province to ensure effective traffic management and improved road safety.</li> <li>• Promote and raise awareness on road safety.</li> <li>• Ensure effective traffic law enforcement to improve traffic management and road safety.</li> <li>• Enhance and improve the quality of traffic management through effective training and capacity-building for traffic officers.</li> <li>• Improve compliance by motorists and pedestrians with rules of the road to improve road safety and ensure efficient traffic management.</li> </ul>

## **B. Glossary of Abbreviations and Acronyms**

<b>Acronym</b>	<b>Description</b>
CPF	Community Policing Forum
MPD	Metropolitan Police Department
MMC	Member of the Mayoral Committee
MISS	Minimum Information Security Standards
SAPS	South African Police Services
CJS	Criminal Justice System
CJC	Criminal Justice Cluster
NGO	Non-governmental organisation
CBO	Community-based organisation
HOD	Head of Department
MEC	Member of Executive Council

## **C. Legislative and Other Mandates**

The Department of Community Safety's mandate is derived from the following documents:

The department's mandate is derived from the following documents:

- The Constitution of RSA, Act no 108/1996, Chapter 11 section 206, and Schedules 4 and 5
- South African Police Service Act (Act 68 / 1995) and its amendments
- The National Crime Prevention Strategy (NCPs) of 1996
- The White Paper on Safety & Security of 1998
- The White Paper on National Transport Policy of 1996
- The National Road Traffic Act of 1996 (Act 93 of 1996)
- The National Land Transport Transition Act of 2000 (Act 22 of 2000)
- The Gauteng Public Passenger Road Transport Act of 2001
- The Gauteng Transport Framework Revision Act 2002
- The National Road Safety Act (9 of 1972)
- The Gauteng White Paper on Transport Policy of 1997

### **1.1 Constitutional Mandate**

In respect of policing, the Constitution requires the provincial government to: -

- Monitor police conduct;
- Oversee efficiency and effectiveness of the police service (and receive reports on the police service);
- Promote good relations between the police and the community;
- Assess the effectiveness of visible policing in the province;
- Liaise with Cabinet with regards to crime and policing in the province.

A provincial government, in order to perform the functions outlined above,

- May investigate or appoint a commission of enquiry into any complaint of police inefficiency or a breakdown in relations between the police and any community;
- May make recommendations to the (National) Cabinet Minister responsible for policing; and
- A provincial legislature may require the provincial commissioner of the province to appear before it or any of its committees to answer questions.

In addition, and related to the Traffic Management role of the Department; Schedules 4 and 5 of the Constitution empower provinces with concurrent competencies (with National Government), and with exclusive legislative competencies on specific functional areas such as public transport, provincial roads and public works.

- Schedule 4 lays down the functional areas of concurrent national and provincial legislative competence;
- Schedule 4 (Part A) covers Road Traffic Regulation
- Schedule 5 describes the areas of exclusive provincial legislative competence
- Schedule 5 (Part A) – Provincial roads, traffic and parking

- Road Safety Management is a concurrent function on all 3 levels of Government.

## **1.2 National Legislative Mandate**

South African Police Service Act, Act No. 68 of 1995 provides that a Provincial Government may appoint a provincial Secretariat, similar to the National Secretariat for Safety and Security. Such a secretariat shall: -

- Advise the MEC in the exercise of his or her powers and the performance of his or her duties and functions
- Perform such functions as the MEC may consider necessary or expedient to ensure civilian oversight of the South African Police Service in the province
- Promote democratic accountability and transparency in the SAPS
- Promote and facilitate participation by the SAPS in the Reconstruction and Development Programme
- Provide the MEC with legal services and advise on constitutional matters
- Provide the MEC with communication, support and administrative services
- Monitor the implementation of policy and directions issued by the (National) Minister and report thereon
- Conduct research into any policing matter in accordance with the instructions of the MEC
- Perform such functions as may from time to time be assigned by the MEC
- Evaluate the functioning of the SAPS and report thereon

Although these functions are laid down in the legislation in relation to the national secretariat, the same functions would apply largely to the provincial secretariat as well.

An Amendment to the SAPS Act in 1998 allowed for the creation of municipal police services. The SAPS Amendment Act gives Provincial Governments the following powers and responsibilities in respect of municipal police services:

- Approve applications for the establishment of municipal police service (Section 64A)
- Impose conditions on any application / approval of establishment of a municipal police service
- A range of powers detailed in Section 64N of the Amendment Act.

In terms of the National Road Safety Act, Act 9 of 1972 the following functions must be executed by any officer in the Province designated by the Minister:

- undertake the collection of information in connection with road safety and the making available thereof to authorities and the persons concerned and the public generally;
- give guidance regarding road safety by means of the organizing of congresses, symposiums, summer schools and study weeks, by means of mass communication media and in any other manner deemed fit by the Director-General. If necessary, pay the costs of the operations therefore, and remunerate persons performing thereat;
- consult with authorities and persons concerned in a road safety system in order to co-ordinate and activate the combating of traffic collisions;



- enquire into any matter falling within the objects of the Act;
- perform any other task which falls within the objects of the Act;
- produce or acquire publicity material, including films, for dissemination by himself or any other person;
- finance research in connection with road safety;
- disseminate information in connection with road safety by means of the press, the radio and television;
- obtain the services of advertising institutions for the promotion of road safety;
- assist local authorities which do not have the necessary staff therefore, in the laying out of grounds for the training of learner motor vehicle drivers;
- assist in providing training facilities for motor vehicle drivers in cases where such facilities are not provided by some authority;
- give guidance to associations or bodies of persons working towards the promotion of road safety;
- with the approval of the Minister, take any other steps that may be necessary to achieve the object of this Act

In terms of the National Road Traffic Act, Act 93 of 1996, the following functions must be executed by any traffic officer designated by the Minister:

- Inspections of drivers licenses
- Inspections of vehicle roadworthiness
- Inspections of Vehicle Testing Stations and Examiners of Vehicles for compliance
- Inspections of Driving License Testing Centres and Examiners of Driving Licenses for compliance
- Inspections of road users' compliance with the rules of the road (offence monitoring)
- Inspections of transportation of hazardous goods
- Inspections of freight vehicles for overloading
- Conducting of traffic training at the Traffic Training College

The Department is further mandated by the National Land Transport Transition Act of 2000 (Act 22 of 2000), which focuses on traffic management and road safety as far as public transport is concerned.

### **1.3 National Policy Mandate**

The 1996 National Crime Prevention Strategy and the 1998 White Paper on Safety & Security provide the main policy framework for the police oversight and crime prevention components of the Department.

The 1998 White Paper on Safety and Security (which may be updated after its five-year lifespan comes to an end in 2004) laid down a dual approach to government crime reduction efforts in South Africa, which combines

- **Law enforcement:** If policing is to improve safety and security, it will do so through arresting and bringing suspects to court with good evidence. The focus areas are: -
  - To increase the effectiveness and efficiency of criminal investigations;

- To target visible policing to address specific crimes and the fear of crime; and
- Improving the quality of service delivery to victims of crime.
- **Social crime prevention:** reduces the socio-economic and environmental factors that influence people to commit crimes and become persistent offenders. Social prevention strategies include:
  - Designing out crime
  - Education
  - Promoting social cohesion
  - Supporting youth and families and groups at risk
  - Breaking cycles of violence
  - Promoting individual responsibility
  - Socio-economic interventions to undercut causes of crime

In the White Paper, provincial governments are tasked with the responsibility of *leading* social crime prevention in their provinces. The provinces must consolidate and prioritize social crime prevention initiatives and activities, in alignment with national priorities by doing the following:

- Initiate, lead and co-ordinate social crime prevention initiatives in province in alignment with national priorities,
- Co-ordinate a range of provincial functions and role players in social crime prevention
- Focus on programs which assist local government and communities most at risk, and
- Establish of public and private partnerships to support crime prevention.

The White paper on National Transport Policy of 1996 provides a number of Road Safety objectives for the Province, including the following :

- Implementation of an integrated road traffic safety quality management and monitoring approach to address:
  - Road traffic control
  - Legislation and adjudication
  - Training and education
  - Communication and promotion of road Safety
  - Road Traffic Administration and Information Systems
  - Road and Traffic Engineering
- Demarcation of National, Provincial and Local Government responsibilities in financing traffic management
- Improved effectiveness of traffic law enforcement by addressing matters such as –
  - Strong pro-active and reactive control measures
  - Strong overload control
  - Enunciation of a simplified Road Transport Quality System (RTQS) with emphasis on operation fitness, compliance and liability
  - International, National, Inter-Provincial, Provincial and Regional traffic law enforcement co-ordination and harmonization
  - Enhancement of professionalism and image of traffic control profession
- Effective adjudication of traffic offences by addressing matters such as:

- Positive relationship between Traffic Management Departments and the judiciary
  - Decriminalisation of certain traffic offences
  - Standardisation of requirements set by Attorney-General in respect of utilization of technological aids
  - Standardisation of traffic fines, introduction of traffic courts
- Improvement of road user knowledge, skills and attitudes by addressing the following matters
  - Enhance through formal, non-formal and informal educational programmes the Road Safety knowledge and skills of road users
  - Promotion of road users' voluntary compliance with the law utilising the media
  - Developing community ownership and participation in Road Safety programmes
- Effective Road Traffic Administration, compatible traffic data-bases and integrated Information Systems
- Implementation of effective incident management plans and systems to minimize reaction time of and maximize co-ordination between emergency services and reaction units
- Effective transport and traffic engineering operations management, embracing integration between emergency, education and enforcement programmes
- Inter-Provincial, Southern Africa (SADC) and International harmonization of Road Traffic Policy
- Co-ordination and harmonization of Traffic Legislation in Southern Africa
- Effective Road Traffic Research

#### **1.4 Provincial Legislative Mandate**

In terms of the Gauteng Public Passenger Road Transport Act, 2001, the following functions must be executed by any officer designated by the MEC :

- Inspection of public passenger transport vehicles for valid operating licenses issued by the Gauteng Operating License Board
- Inspections of public passenger transport vehicles for compliance with conditions of the valid operating license
- Transport law enforcement in areas declared by the MEC

#### **1.5 Provincial Policy Mandate**

The Gauteng White Paper on Transport Policy of 1997 provides several Road Safety Policy objectives including the following:

- Holistic approach to Road Traffic Management
- Optimal utilization of Road Traffic Management resources
- Provision of adequate safety measures along roads
- Road traffic law enforcement
- Maintain accident data management system
- Research on Road Safety
- Education and training in Road Safety
- Provide adequate pedestrian and cycle facilities
- Provide for adequate rest and service areas
- Hazardous loads control

- Provincial Traffic Control
- Traffic Training College operation and maintenance
- Overload Control facilities
- Co-operative governance, consultation and participation