



5 March 2013

PEACE AND SECURITY CLUSTER: SUMMARY OF KEY ISSUES IN THE NATIONAL DEVELOPMENT PLAN

1. BACKGROUND

The President appointed the National Planning Commission in May 2010 and it consists of 26 experts as part-time Commissioners. The Commission's mandate is to:

- Draft a vision statement for 2030
- Produce a development plan setting out how this vision will be achieved

In order to fulfil its mandate, the Commission identified the need to obtain consensus on the central problems and challenges facing the country before proposing a vision and plan to address these. The Diagnostic Overview therefore attempted to 'identify the main challenges confronting the country and (to) examine(s) their underlying causes'. The National Development Plan provides a vision for 2030 and sketches a plan for achieving this vision.

2. DIAGNOSTIC OVERVIEW: CHALLENGES FACING THE COUNTRY

In June 2011, the National Planning Commission released the Diagnostic Overview together with five reports covering 'human conditions', 'material conditions', 'nation building', 'the economy', and 'institutions and governance' – the last of which is cross-cutting. The Diagnostic Overview identified key challenges that the country faces if it is to develop a plan to tackle poverty and inequality and achieve the objectives set out in the Constitution.

The following nine key challenges were highlighted:

- Too few South Africans, especially the youth, are employed.
- Although access to and participation in education has increased, the quality of education for poor black South Africans is substandard.
- Poorly located and inadequate infrastructure limits social inclusion and faster economic growth.
- South Africa's growth path relies too much on the exploitation of natural resources and mineral endowments, which is not sustainable.
- Spatial challenges continue to marginalise the poor.
- The ailing public health system confronts a massive disease burden.
- The performance of the public service is uneven.
- The breakdown of accountability creates conditions in which corruption thrives, undermining state legitimacy and service delivery.
- South Africa remains a divided society, fuelling a cycle of mistrust and short-termism that undermines efforts to deal with our challenges. High levels of inequality compounds these divisions and creates fertile ground for crime. Crime, in turn, encourages the growth of gated communities, which generate a high degree of relational distance, undermining the opportunity for social compacts.



3. NATIONAL DEVELOPMENT PLAN: VISION FOR 2030

A Draft National Development Plan was released by the Minister in November 2011. The draft Plan expanded on the Diagnostic Overview to include four additional thematic areas: rural economy, social protection, regional and world affairs, and community safety.

The draft Plan was widely consulted (including in Parliament) and resulted in the National Development Plan: Vision for 2030, which was handed to the President in August 2012. In September 2012, Cabinet acknowledged the Plan as the strategic framework for future government planning. During the 2013 State of the Nation Address, the President identified the National Development Plan as a roadmap for future action and stated that all activities of government must be aligned with this Plan.

The Plan includes a general overview and a lengthy vision statement for 2030. Specific visions and recommendations are found in the Plan's 15 chapters, each of which deals with an important aspect requiring attention.

There are three chapters of particular relevance to the Peace and Security Cluster:

- Building Safer Communities (Chapter 12)
- Promoting accountability and fighting corruption (Chapter 14)
- Transforming society and uniting the country (Chapter 15)

The visions and main recommendations, targets and actions contained in these three chapters are summarised in this paper. It should be noted that the summary draws on the main body text in each of the relevant chapters. Unfortunately, the summary of objectives and actions found on pages 61-73 does not contain sufficient detail required for effective oversight of the Plan's implementation.

More recently, in February 2013, the Ministers in the Presidency for National Planning (Trevor Manuel) and Performance, Monitoring and Evaluation and Administration (Collins Chabane) outlined the way forward in terms of implementing the Plan. A summary of this is also provided.

4. BUILDING SAFER COMMUNITIES (CHAPTER 12)

4.1. Vision 2030 to build safer communities

The vision and target for 2030 for building safer communities is that 'people living in South Africa feel safe at home, at school and at work and they enjoy a community life free of fear. Women walk freely in the streets and children play safely outside. The police service is well-resourced and professional staffed by highly skilled officers who value their work, serve the community, safeguard lives and property without discrimination, protect the peaceful against violence, and respect the rights to equality and justice.'



4.2. Actions that need to be taken to build safer communities

In order to achieve this vision and target, actions are recommended in five key priority areas. These are:

Strengthen the criminal justice system

The Plan highlights that, in order to prevent crime and increase public safety, an efficient and effective criminal justice system is necessary. The Plan recommends more coherent implementation and reporting of the seven-point plan (adopted by Cabinet in 2007). The seven-point plan includes:

- Adopt a single vision and mission for the Cluster
- Establish, through legislation or by protocol, a new and realigned single coordinating and management structure for the system.
- Make substantial changes to the present court process to improve the performance of courts.
- Put into operation priorities identified for component parts of the system especially as pertains to improving capacity.
- Establish and integrated and seamless information and technology database for the criminal justice system.
- Modernise, in an integrated and holistic way, all aspects of systems and equipment.
- Involve the public in the fight against crime specifically by expanding the role of the Community Police Forums (CPFs).

Specific actions should include:

- Immediate alignment of all strategic plans in the Justice Crime Prevention and Security (JCPS) Cluster with the seven-point plan.
- The project manager appointed to the Office for the Criminal Justice System Reform to coordinate the seven-point plan's activities and programmes to ensure that the JCPS departments implement the seven-point plan in-sync.
- Dedicated budgets for each relevant department be established and outcomes reported in relation to the seven-point plan.
- Continuous monitoring by the JCPS cluster and regular reporting of implementation to Cabinet must be institutionalised.
- Annual evaluation of implementation of the seven-point plan with assessment against overarching objectives.

Make the police service professional

The Plan envisages the transformation of the police service into a professional institution with a clearly defined mandate and responsibilities. It is recommended that this occurs through:

- (a) **Enforcement of a code of conduct and a professional code of ethics:** Actions include:
- In the short term, include the code of conduct in the disciplinary regulations and performance appraisal system. All members should be provided with a copy of the code of conduct. A signed copy of the code should reside in each members personnel file. Knowledge and practice of the code of conduct should be checked periodically.



- Disciplinary cases dealing with a breach of the code should be dealt with as a priority and members charged with misconduct should be made to leave the station until the cases are finalised.
- A code of professional and ethical police practice should be developed and prescribed through regulations. Police members should be trained (in a compulsory course) and tested on its application. Failure to pass the course should lead to suspension or dismissal.
- The professional police practice code should state that officers' duties are primarily to the Constitution. The code should also prescribe off-duty obligations in this regard.
- Adherence to the code by individuals, units or sections of the police can be requested for review by internal and external oversight bodies and sanctions imposed in cases of non-adherence. Mandated oversight bodies (including but not limited to the Independent Police Investigative Directorate (IPID) and the proposed policing board) could also monitor adherence to professional ethics and recommend sanctions.

(b) **Establishment of a national policing board:** The Plan recommends the establishment of a national policing board (consisting of people from a range of disciplines) responsible for setting standards for recruitment, selection, appointments and promotions within the police; for development of a code of ethics; and for analysing the professional standing of the police based on international norms and standards.

(c) **Two track human resource system:** The Plan recommends that provision is made for two streams of recruitment (to be developed in the next five years): one for non-commissioned members and one for commissioned officers. Specific recommendations include:

- As soon as possible, all officers should undergo a competency assessment and be rated on this basis. No persons should be promoted to a higher level until they have met the standard of competence for that rank.
- Stream for non-commissioned members: There should be objective testing against set standards to move through the non-commissioned ranks. Members should be mentored by commissioned officers.
- Stream for commissioned officers: Recruitment to the officers' stream must be based on set criteria, followed by training and testing for candidate officers. Officer status can be lost if standards are not met.
- The National Commissioner of Police and deputies should be appointed by the President on a competitive basis. A selection panel, established by the President, should select and interview candidates against objective criteria. The President's appointments should be based on the recommendations and reports received by this selection panel.

(d) **Training for professionalism.** This includes the following actions:

- A focus on improving the capacity of detectives and specialised investigators particularly in the areas of forensics, ballistics and crime scene investigations.
- Reestablishment of specialised units (consisting of highly trained and professional staff) to respond to changing crime trends (such as narcotics, cyber crime, human trafficking, crimes against women and children and international crime syndicates). Ensure



improved training of staff in these units to keep abreast of new developments through an increase in standards and partnerships with the private sector and universities.

- Deployment of officers according to crime patterns and trends including the deployment of officers after hours. Office hours should not apply to policing.
- Emphasis community policing in police training programmes and systems for evaluation of police effectiveness.

Demilitarise the police service

The Plan is critical of the reversion to increased militarisation of the police, which is in contrast to attempts to civilianise the police immediately post 1994. The Plan recommends that the police are immediately demilitarised. In addition, the organisational cultures and subculture of the police should be reviewed to assess the effects of militarisation, demilitarisation, remilitarisation and serial crises of top management.

Build safety using an integrated approach

An effective criminal justice system is necessary to promote safety and security but is insufficient on its own. The Plan highlights the needs for an integrated approach to safety with active citizen involvement and the involvement of a range of role-players both within and outside of the states. It proposes the following actions:

- **A holistic view of safety and security:** A holistic approach is needed to community safety that responds to specific causal factors. Integrated safety strategies must include interventions based on underlying causes; leading causes of crime (including lack of social cohesion, inadequate care of children and lack of 'good' societal norms); and opportunity and motive.
- **Safety of women, the girl-child, children and the youth:** The following specific recommendations are made to improve the safety of these vulnerable groups:
 - Independent context studies and opinion surveys to measure perceptions of safety and fear of crime should be facilitated by the department of community safety in each province or by the Premier. The results of these studies should be shared and factored into policing plans, local government development plans and plans of the criminal justice sector as a whole.
 - Local government should report on environmental designs aimed at addressing the safety of women, children and vulnerable groups. Local governments should have a safety budget and plan to ensure this. Community activism in this area should be encouraged.
 - The police service should develop safety plans (to accompany their crime statistics reports) that deal with safety risks and thus account for the increase in safety and reduction of fear. Community safety levels will provide qualitative indicators as a basis for these plans while the crime statistics will provide the quantitative basis.
 - Further research should be completed on measures to evaluate the safety of vulnerable groups (including especially child-headed households and children without proper parental care), the prevalence of xenophobia and of hate crimes against gay and lesbian people, and people with disabilities.



- The Human Trafficking legislation should be expedited.
 - The Sexual Offences Act should be amended.
 - Accountability frameworks should be developed for government departments to prevent sexual abuse and assault from occurring within state facilities.
 - Support to NGOs that engage in citizen safety should be improved. The Department of Social Development should facilitate consultation on partnerships to eliminate sexual offences, domestic violence and child abuse.
 - The Programme for Court Preparation Officers (of the Department of Justice) should be increased.
 - Implementation of the Domestic Violence Act should be improved by adequate budgeting for education and awareness training; and training of police and justice officials.
 - Local governments and the Department of Social Development should establish safe shelters for women and children exposed to or at risk of domestic violence.
 - School safety: Sustainable school safety models should be developed by school governing bodies. The CPFs should monitor the school safety plans. The provincial department of community safety should monitor and support these plans in each province. Provinces should provide reports on school safety to the Provincial Coordinating Committee. These reports should then be assessed by a presidential committee with a feedback loop to the provinces for corrective action.
- **Safety of youth:** Youth in South Africa are often the main victims and perpetrators of crime. Youth need to be encouraged to take co-responsibility for addressing this problem properly supported by government. Recommendations include:
 - The Youth Commissions, the departments of social development and those departments in the criminal justice sector, civil society and the private sector should develop an integrated plan linking social cohesion and safety amongst youth to a focus on the elimination of crime. Research on international best practice models should be undertaken in partnership with metros to develop models for safe spaces for youth in cities.
 - A pilot programme should be developed to link elements of youth mobilisation for safety, education and civic responsibility, job creation and skills development, and social cohesion in an integrated manner.
 - A in-depth study on the relationship between drugs, alcohol and violence should be undertaken. Specific projects should be developed by the JCPS cluster to address these issues comprehensively and decisively.
 - **Rural safety:** Access to criminal justice services is often limited in rural communities, compared to urban areas. Recommendations include:
 - The National Rural Safety Strategy of the SAPS should be implemented in its entirety.
 - Stakeholders should assist in monitoring the implementation of the strategy.
 - Communication tools and early warning systems should be prioritised.



- Safety and crime prevention training and capacity workshops should be provided to farmers and farm workers jointly.
 - Safety plans for each farm should be developed.
 - Farm watch structures (and rural safety structures) should be strengthened and supported by local police stations and the business community.
- **Improving rehabilitation and reducing recidivism:** Recommendations include:
 - Increase substance abuse treatment during imprisonment. All pre-release programmes should include a substance-abuse programme to ensure that offenders that are released back into the community are 'clean'.
 - Education, training and skills programmes within correctional centres should be increased. Business and the Department of Correctional Services should work together to proactively identify skills needs for development that would increase the chance absorption into the economy after release.
 - Community organisations should be capacitated to assist with reintegration after release. These organisations should be identified, vetted and resourced.
 - Overcrowding of prisons should be addressed as a matter of urgency. This should be done (not by building) but by assessment, categorisation and placement of offenders in 'out of sentence programmes' and correctional supervision, based on objective criteria. Alternative sentencing practices should be addressed with the Department of Justice and regularly monitored.
 - The Awaiting Trial Detainee (ATD) population must be decreased drastically. This could involve the increased use of technology, and tagging and tracing of ATD should be further explored as an alternative to incarceration.
 - The Department of Correctional Services should prioritise a focus on youth in prison, particularly in terms of restorative justice and diversion (based on their crimes and likelihood of rehabilitation).

Building community participation

Civil society organisations and civic participation is needed to establish safe communities. The Plan recommends that:

- The community safety centres, promoted by the Civilian Secretariat of Police and provincial departments of community safety should be revisited. Local municipalities should develop safety audits and initiatives should involve all stakeholders. The SAPS and the metro police should further develop the Community Safety Volunteer Programmes in all nine projects. Budgets should be made available (at local government level, metro police and at the provincial department of community safety) to support this programme.
- Community Police Forums should be strengthened to have effective oversight over police at local level. This would require a programme for training and capacity building of community representatives to these forums.



5. PROMOTING ACCOUNTABILITY AND FIGHTING CORRUPTION (CHAPTER 14)

5.1. Vision 2030 to promote accountability and fight corruption

The vision is of 'a South Africa that has zero tolerance for corruption. In 2030, South Africa will be a society in which citizens do not offer bribes and have the confidence and knowledge to hold public and private officials to account, and in which leaders hold themselves to high ethical standards and act with integrity. Anti-corruption agencies should have the resources, independence from political influence, and powers to investigate corruption, and their investigations should be acted on'.

5.2. Actions required to achieve an accountable state and zero-tolerance of corruption

Four areas for policy implementation are highlighted. These are:

- Building a resilient anti-corruption state by creating a well resourced and capable anti-corruption system, operating free from political interference that enjoys both official and public support.
- Strengthening the accountability and responsibility of public servants by making them legally accountable as individuals for their actions, especially where public resources are involved.
- Creating a transparent, responsive and accountable public service by ensuring that state information be made openly available to citizens.
- Strengthening judicial governance and the rule of law by ensuring its independence and accountability.

Building a resilient anti-corruption state by creating a resilient and independent anti-corruption system that enjoys both official and public support.

Specific actions proposed to achieve this are:

(a) Strengthening the multi-agency anti-corruption system: At present, the SAPS (including the Directorate for Priority Crimes Investigation), the Special Investigating Unit, the Assets Forfeiture Unit, and the Public Service Commission are all mandated to fight corruption. The Auditor General and the Public Protector investigate corruption although this does not form part of their core mandate.

The Plan argues that the present system, which has a multiplicity of agencies, be retained as this supports independence, insulating institutions from political pressure and interference. However, the institutional status of these agencies is contentious as they account to the Executive. There is danger that agencies duplicate their functions. Co-ordination is vital to avoid undermining their ability to investigate and prosecute corruption.

These agencies require sufficient specialist staff and resources; improved information sharing and co-ordination; and independence. In addition, initiatives aimed at shifting attitudes to corruption



which include public education drives and encouraging public participation in anti-corruption efforts, are necessary. The National Anti-Corruption Forum, which was established in 2001 to co-ordinate sectoral strategies against corruption, to advise government on the implementation of anti-corruption strategies, to share information and best practice and to advise sectors on strategies to improve efforts to combat corruption has been largely ineffective as a result of insufficient commitment, continuity and underfunding. Political support for anti-corruption efforts also plays an important role. An independent media also increases public awareness by investigating and reporting cases of corruption.

In addition, there needs to be greater awareness of corruption as a problem that affects our society more broadly. Incidences of corruption that occur with private sector involvement or within the private sector itself are often investigated quietly and dealt with administratively, rarely leading to criminal prosecution.

The Commission recommends that:

- A review of the mandates of the relevant agencies is conducted to prevent duplication and ensure clearer demarcation of functions.
- Greater funding is provided for increased capability by employing more skilled personnel and sophisticated investigative techniques.
- Specialised teams of prosecutors and special courts are established to expedite the resolution of corruption cases.
- Public education drives to communicate the effects of corruption are conducted, and anti-corruption agencies are required to conduct public awareness campaigns.
- The National Anti-Corruption Forum is strengthened by providing it with the necessary resources for it to play its role more effectively.
- The private sector is placed under an obligation to make use of the criminal justice system to pursue incidences of corruption.
- Businesses are required to include corruption cases in their annual reports to increase transparency and build public trust.

(b) Strengthening the protection of whistle-blowers: Although the Protected Disclosures Act (2000) provides some protection for whistle-blowers, the Plan argues that it does not go far enough. Weaknesses identified include the narrow scope of protection contained in the law; the limited range of bodies to which a disclosure can be made (the Auditor General and Public Protector); the absence of a specific body tasked with providing advice on, promoting public awareness of and monitoring whistle blowing; a lack of clarity on the issue of conditional amnesty to whistle-blowers; and inadequate security protective measures for whistleblowers.

The Commission recommends that:

- The Protected Disclosures Act is reviewed to consider expanding the scope of protection to include those outside the limits of 'occupational detriment'; that disclosure is permitted to bodies other than the Public Protector and Auditor-General; and that measures to protect the security of whistle-blowers are strengthened.



- Regulations to the Protected Disclosures Act are developed, as soon as possible.
- Government departments develop policies to implement the Act.

(c) Centralising oversight of the awarding of large tenders or tenders with long duration:

The Plan notes that procurement laws have become increasingly complex, and implementers are often unclear regarding their obligations and how to comply with them. A review of procurement procedures is proposed, as is a tiered system of review for tenders, depending on value. The system should include automatic safeguards, including special review/oversight by the Auditor-General and Parliament of tenders above a specific value, with a public hearing component.

(d) Empowering the tender compliance monitoring office to investigate both corruption and value for money aspects of tenders: At present, National Treasury's Office of the Accountant General, is responsible for monitoring and enforcing the effective management of departmental revenue and expenditure, as well as ensuring that the PFMA and MFMA are properly implemented.

The Commission recommends that the office of the Accountant General is strengthened to investigate the value of money of tenders.

Strengthening the accountability and responsibility of public servants.

The Plan proposes that public servants be held legally accountable for their actions, especially in matters that involve public resources.

The Commission recommends that:

- An accountability framework is developed for public servants linking the liability of individual public servants to their responsibilities in proportion to their seniority.
- The rules restricting the business interests of public servants are made more specific and clearer. A study should be conducted to investigate expanding existing regulations and improving institutional processes and capacity to manage the rules.
- Restraints of trade for senior public officials and politicians at all levels of government are considered. Exit interviews and proper record-keeping would enable enforcement of these restraint of trade agreements and prevent corrupt officials from moving around the public service.

Creating an open, responsive and accountable public service

Transparency is identified as key to public accountability and lack of access to information has been an underlying factor in service delivery protests. Section 32 of the Constitution provides for the right of access to information and the Promotion of Access to Information Act (PAIA), 2000 is intended to give effect to this right. However, for a host of reasons information requests are routinely ignored.

The Commission recommends that:

- An independent and properly resourced information regulator is established, able to enforce requests for information. Provisions to this effect are contained in the Protection of Personal Information Bill, which is before Parliament.



- More open data is made available, without having to resort to a request. Open data should include information relating to mining licences, beneficiary lists for housing projects, tender information and environmental impact assessments.

Strengthening judicial governance and the rule of law

Judicial governance concerns both the independence and accountability of the judicial branch of government, encompassing issues such as selection and appointment, ethics, leadership and management, and the administration of the courts. The first step towards a judiciary-led court administration was made by establishing the Office of the Chief Justice but this process needs accelerating. The heads of court have set up a Judicial Case Management Committee which has made recommendations to implement a new case management system to increase access to justice and the speedier resolution of matters. The system was to be piloted in 2012. The Small Claims Courts also plays an important role in increasing access to justice in civil matters in which the claims are smaller.

For the law to be an agent of change, the judiciary must be progressive in its philosophy and legal inclination. So far, there is little consensus on the Judicial Services Commission or in the legal fraternity about the qualities and attributes needed for the bench. Although the JSC published broad criteria for judicial appointment in September 2010, these need further development and clear understanding of their meaning and application.

The training of judges also requires attention. The South African Judicial Education Institute (SAJEI) began operations in January 2012 but requires resources for it to be able to do its work.

The Commission recommends that:

- Reforms to implement a judiciary-led independent court administration are accelerated.
- Clear criteria for the appointment of judges, with emphasis on the candidates' progressive credentials and transformative judicial philosophy and expertise are established.
- SAJEI should be provided with the all the necessary support and be well resourced to fulfil its mandate effectively.
- Consideration is given to whether the composition and structure of the JSC is adequate for it to fulfil its expanding mandate.
- Small claims courts should be strengthened and resourced.
- Law students are required to perform community service to increases access to legal representation, especially the poor and to speed up the administration of justice in the lower courts.



6. TRANSFORMING SOCIETY AND UNITING THE COUNTRY (CHAPTER 15)

6.1. Vision 2030 on nation-building

In 2030, South Africans will be more conscious of the things they have in common than their differences. Their lived experiences will progressively undermine and cut across the divisions of race, gender, space and class. The nation will be more accepting of peoples' multiple identities. This South Africa will include the following:

- Broad-based knowledge and support for a set of values shared by all South Africans, including those contained in the Constitution.
- An inclusive society and economy. This means tackling the factors that sustain unequal opportunity and outcomes by building capabilities and redressing the wrongs of the past.
- Increased interaction between South Africans from different social and racial groups.
- Strong leadership across society and a mobilised, active and responsible citizenry.

6.2. Actions required to transform society and build social cohesion

The proposed strategy to build social cohesion highlights the importance of constitutional development: to transform South Africa into a more equitable, integrated and just society. The Constitution contains values of human dignity, non-sexism, non-racialism and the rule of law. It is also a national compact that declares all equal before the law, having the right of equal protection and benefit from the law. It also provides that laws may be passed to protect and advance those disadvantaged under apartheid. However, legislation is not enough, families, communities and schools all have a role to play in bringing up children who respect the rule of law and understand the values in the Constitution.

Specific actions proposed for nation building seek to redress past wrongs, address inequality, particularly discrimination on the grounds of race and gender, build equality before the law and foster constitutional values. These include:

Promoting non-sexism and non-racialism. The Plan acknowledges that the gender machinery, in particular the Commission for Gender Equality and the Ministry of Women, People with Disabilities and Children, is not working optimally. The proposals are that:

- Their respective roles and responsibilities are clarified and that they develop joint targets, indicators and timelines for more progress towards gender equality.
- Certain legislative gaps are addressed: the Traditional Leadership and Governance Framework Act, 2003, limits women's participation in traditional governance; and the Electoral Act could be amended to provide for parity in party lists.
- The ability of local government to include women at representative level and in budget priorities should be supported.



There is a need for sustained campaigns that focus on attitudes and behaviour regarding racism, homophobia and xenophobia, and strengthen campaigns for non-racialism and gender equity and against gender violence. A suggestion is that there are facilitated dialogues at community or ward level in which communities tell of their experiences of racism and are encouraged to propose solutions. All South Africans should be encouraged to learn an African language and government should help to make this a reality.

Achieving equality before the law. Specific suggestions to ensure that all South Africans experience of the law is more even include: extending community service to law graduates to increase access to justice and training public servants in their ability to do their job, and that an accountability framework is developed.

Fostering constitutional values. The Plan acknowledges that constitutional values cannot be legislated but need to be understood and owned. Specific initiatives to foster respect for the rule of law and willingness to abide by constitutional values are suggested, including:

- Popularising the Bill of Responsibility developed by the Department of Basic Education and Lead SA and using it as a pledge by all South Africans to live the values of the Constitution.
- Conducting a review of the family by 2015. The family is responsible for reproducing independent, productive, good and responsible people. But the family faces many pressures. The review should, among others, identify legal and social measures to make families 'functional and able to foster constitutionally based values of democracy, diversity, non-racialism, non-sexism, equity, etc'.
- Making use of the media to promote constitutional values, including media drives Constitution Friday on the first Friday of each month.

7. IMPLEMENTATION OF THE NATIONAL DEVELOPMENT PLAN

The Government has committed itself to implementation of the National Development Plan over the next 17 years. Implementation will consist of three broad phases:¹

- **Critical steps to be taken in 2013 to unlock implementation.** This will include:
 - Implementation of programmes that do not require additional resources or long lead times
 - Identification of critical first steps to unlock implementation
 - Preparation for the 2014-2019 Medium Term Strategic Framework (MTSF) as the first five year period for implementation of the Plan
 - Focus on areas where implementation of existing policies needs to be improved
 - Focused dialogues to overcome obstacles to implementation
- **2014-2019 planning cycle:** this will be the first of a series of 5-year planning cycles for implementation of the Plan and should be mirrored at all levels of governments including local government level.

¹ This section summarises key points raised by the Minister for National Planning and Minister: Performance, Monitoring and Evaluation as well as Administration in Implementation of the National Development Plan- Post-SONA media briefing, Cape Town, 19 February 2013



- **2019-2024 and 2024-2029 planning cycles:** this will be used for initiation of remaining activities. It will build on previous cycles and be informed by performance reviews.

The NDP will be integrated in government plans. This will be achieved in the following manner:

- The Presidency is leading the formulation of the 2014-2019 Medium Term Strategic Framework in consultation with departments.
- The Presidency and National Treasury will work with departments to clarify roles and responsibilities, ensure that plans and budgets are aligned, and develop clear performance indicators for each programme.
- Departmental strategic plans, annual performance plans and programme plans will be evaluated by the Presidency to determine alignment with the NDP prior to submission to Parliament.
- Monitoring and evaluation will be used to identify obstacles for implementation, to facilitate reflection on what works, and to continuously improve implementation.

It is planned that the 2014-2019 Medium Term Strategic Plan Framework will be ready for approval by Cabinet soon after the 2014 elections. The MTSF will include clear targets from the NDP and other relevant plans, baselines and targets in line with the 2030 trajectory, and key outputs and actions for each department. A first draft will be completed by the July 2013 Cabinet Lekgotla. Departments will develop their department's strategic plans during the last two quarters of 2013.

There is correlation between the NDP priorities and the current 12 priority outcomes of government. Government will thus continue with the focus on outcomes in the 2014-2019 periods with minor adjustments.

Conditions for successful implementation include the following:

- Breaking the Plan into manageable segments.
- Developing detailed programme plans.
- Building on broad support for the Plan.
- Building trust and confidence amongst role-players.
- Strengthening public sector capacity.
- Streamlining reporting procedures.
- Consistent messaging.

8. CONCLUDING REMARKS/WAY FORWARD

Implementation of the National Development Plan will be phased in and will begin in 2013/14. This paper has highlighted some of the recommendations that apply particularly to committees in the Peace and Security Cluster. As highlighted above, each department will be obliged to develop implementation plans for the NDP. The relevant committees in Parliament should ensure that:

- Recommendations for action included in the NDP are included in these implementation plans, where relevant.
- Departments report to the relevant committees on these implementation plans.



- The 2013 Annual Performance Plan (APP) and all subsequent APPs and Strategic Plans contain measurable objectives and targets to attain the relevant goals outlined in the NDP.
- Provision is made in the budgets for realisation of these goals.
- Annual Reports of the departments measure progress in attaining these goals.



Summary of selective recommendations	Peace and Security Cluster committee and department mainly responsible²
Chapter 12: Building safer communities	
Recommendations	
Strengthen the criminal justice system: <ul style="list-style-type: none"> ➤ Align all Strategic Plans with the seven-point plan ➤ Project manager in Office for Criminal Justice System Reform to ensure coordination across Cluster ➤ Dedicated budgets allocated and outcomes reported ➤ Continuous monitoring by Cluster and reporting to Cabinet on implementation of plan ➤ Annual evaluation of progress made 	JCPS (Justice: lead department)
Make the police service professional: <ul style="list-style-type: none"> ➤ Enforcement of a code of conduct and a professional code of ethics ➤ Setting standards for recruitment, selection and promotion of members by a professional body (national policing board) ➤ Development of a two track human resources system- one for officers and one for non-commissioned officers ➤ Training for professionalism 	Police
Demilitarise the police	Police
Build safety using an integrated approach <ul style="list-style-type: none"> ➤ Develop a holistic view of safety and security <ul style="list-style-type: none"> - Develop integrated safety strategies to address root cause of crime ➤ Increase safety of women, children and other vulnerable groups <ul style="list-style-type: none"> - Develop Safety Plans based on qualitative (opinion and perception studies) and quantitative data (crime statistics) - Conduct research to measure safety of vulnerable groups (child-headed households, hate crime against foreign nationals and gay and lesbian and transgender community, and persons with disabilities) 	JCPS at all levels Private sector Police (with focus on provincial and local level) JCPS and civil society

² A number of other departments outside of the JCPS Cluster or Peace and Security Cluster may have responsibilities for implementing these recommendations. However, as this paper, is targeted for use by parliamentary committees in the Peace and Security Cluster, these additional role-players are not identified



- Expedite Human Trafficking legislation	Justice
- Expedite implementation of Sexual Offences Amendment Act	Justice
- Develop accountability frameworks to prevent sexual abuse and assault in state facilities	Correctional Services Police Justice Home Affairs
- Encourage civil society partnerships to eliminate sexual offences/domestic violence/child abuse	JCPS (lead: Social Development)
- Increase Programme for Court Preparation Officers	Justice
- Improve implementation of DVA, increase budget for education and awareness training, and increase training of police and justice officials	JCPS (With focus on Police; Justice)
- Increase shelters for women and children at risk	Social Development and local government
- Implement learner safety plans at all schools.	Education (Monitored by: Police- CPFs, Departments of Community Safety; and Presidency)
> Improve safety of youth	
- Develop integrated plan on youth safety with focus on eliminating crime.	JCPS (Lead: Youth Commission)
- Develop safe spaces for youth in cities based on international best practice.	
- Develop pilot programme to mobilise youth for safety.	
- Conduct study on the relationship between drugs, alcohol and violence and develop projects to address	
> Improve rural safety	
- Implement SAPS National Rural Safety Strategy in its entirety, monitored by stakeholders.	Police Other rural stakeholders



<ul style="list-style-type: none"> - Prioritise communication tools and early warning systems - Conduct workshops for farmers and farm workers on safety and crime prevention - Strengthen farm watch and other rural safety structures 	
<p>➤ Improve rehabilitation and reduce recidivism</p>	
<ul style="list-style-type: none"> - Increase substance abuse treatment during imprisonment - Include substance abuse project in pre-release programme - Increase education, training and skills development programmes in correctional centres - Capacitate community organisations to assist with reintegration after release 	<p>Correctional Services</p>
<ul style="list-style-type: none"> - Address overcrowding in correctional centres emphasising out of centre programmes and correctional supervision 	<p>JGPC Cluster</p>
<ul style="list-style-type: none"> - Address alternative sentencing practices 	<p>Justice</p>
<ul style="list-style-type: none"> - Prioritise a focus on youth in prison including restorative justice 	<p>Correctional Services</p>
<p>➤ Building community participation</p>	
<ul style="list-style-type: none"> - Revisit development of Community Safety Centres 	<p>Police JCPS</p>
<ul style="list-style-type: none"> - Develop safety audits 	<p>Local government/other stakeholders</p>
<ul style="list-style-type: none"> - Expand Community Safety Volunteer Programmes and resource projects 	<p>Police: Department Community Safety Local Government</p>
<ul style="list-style-type: none"> - Strengthen CPFs with emphasis on training and capacity building 	<p>Police</p>
<p>Chapter 14: Fighting corruption and enhancing accountability</p>	
<p>Recommendations</p>	
<p>Strengthen judicial governance and the rule of law</p>	<p>Justice</p>



<ul style="list-style-type: none"> ➤ Accelerate implementation of judiciary led independent court administration ➤ Establish clear criteria for the appointment of judges ➤ Resource SAJEI to fulfil its mandate ➤ Reconsider composition and structure of JSC ➤ Strengthen small claims courts ➤ Oblige law students to perform community service 	
<p>Fight Corruption</p> <ul style="list-style-type: none"> ➤ Strengthen the multi-agency anti-corruption system <ul style="list-style-type: none"> - Review mandates to prevent duplication - Provide greater funding for more skilled personnel and sophisticated investigative techniques - Establish specialised teams of prosecutors and courts - Conduct public education on effects of corruption - Conduct public awareness campaigns - Strengthen national Anti-Corruption Forum - Oblige private sector to use criminal justice system to resolve their corruption issues - Oblige businesses to report annually on corruption ➤ Strengthen protection for whistle-blowers <ul style="list-style-type: none"> - Review Protected Disclosures Act to expand scope - Develop Regulations to the Act - Develop policies for implementation ➤ Centralise the award of large tenders or tenders with long duration 	<p>Justice: NPA (AFU); SIU, PPSA Police: DPCI</p> <p>Justice</p> <p>JCPS</p> <p>JCPS</p> <p>Justice</p> <p>JCPS Cluster</p> <p>National Treasury</p>



<ul style="list-style-type: none"> - Review procurement procedures and provide for a tiered procurement structure 	
<ul style="list-style-type: none"> ➤ Give greater teeth to the tender compliance monitoring office to investigate value for money by strengthening office of the Accountant General 	National Treasury
<ul style="list-style-type: none"> ➤ Strengthen accountability of public servants - Develop accountability framework for public servant linking responsibility with seniority - Clarify rules restricting business interest of public servants based on a study - Consider implementing restraints of trade for senior public official and politicians - Conduct exit interview and keep records to track restraints of trade 	JCPS
<ul style="list-style-type: none"> ➤ Create accountable and responsive public services 	
<ul style="list-style-type: none"> - Establish an information regulator 	Justice
<ul style="list-style-type: none"> - Increase access to open data (such as tender information, environmental impact assessments) 	JCPS