EThekwini Safer City Strategy 2013–2018
ETHEKWINI MUNICIPALITY VISION

"By 2030 eThekwini will be the most liveable City"

ETHEKWINI MUNICIPALITY MISSION

The purpose of eThekwini Municipality is to facilitate and ensure the provision of infrastructure, service and support for the people of eThekwini. In this way, it creates an enabling them to contribute to a vibrant and sustainable economy with full employment, creating a better quality of life for all.
ETHEKWINI MUNICIPALITY SAFER CITIES VISION
“Our City, Our Safety, Our Responsibility”

ETHEKWINI MUNICIPALITY SAFER CITIES MISSION
Safer Cities Department will be leaders in ensuring a safe and secure environment within eThekwini Municipality.

PURPOSE STATEMENT
To provide safety programmes through coordination, facilitation and capacitation aimed at enhancing the safety of communities and the urban management of built environment thus enabling people to move and live freely without fear so as to enjoy an improved quality of life

GOAL
Promote and create safe and secure environment

REVISED SAFER CITIES STRATEGY: 2013 - 2018
His Worship the Mayor Councillor James Nxumalo

The safety and security of our citizens remains a critical issue and a matter of high priority to us and we are always looking at finding new ways of enhancing the general safety of our citizens. We welcome the Safer Cities Revised Strategy because it talks particularly to those objectives of ensuring that we improve our strategies and ways of doing business in order to ensure that eThekwini is a safe, caring and liveable city. This document aims to find progressive solutions that will enable us to implement an integrated Safety Plan to reduce crime and violence within our friendly and caring city.

The Municipality is concerned with the growing threat of crime and violence and its impact on the safety and security of its citizens because this poses a serious threat to our country's democratic gains and as such we cannot fold our arms and watch our people suffering. The primary objective of this programme is to provide safety programmes through coordination, facilitation and capacity building aimed at enhancing the safety of all our communities and the urban management of built environment in order for us to enable people to move and live freely in our city without any fear so as to enjoy an improved quality of life for all citizens. It is also important for all our citizens to always remember that the safety and security of our communities and citizens is not an issue of government alone but rather an issue that begs for a collective effort and involvement of all social role players. We all have a role to play in ensuring that our city is a safe and caring environment. Let us all work together towards a city that we can all be proud of.

“OUR CITY, OUR SAFETY, OUR RESPONSIBILITY”
ETHEKWINI SAFER CITIES
REvised
STRATEGIC PLAN 2013 - 2018

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1. INTRODUCTION

The eThekwini Municipal Area comprises an area of approximately 2,285 km2, which is nearly 1.5% of the KwaZulu Natal. The eThekwini Municipal Area encompasses an area of approximately 2,285 km2 which is nearly 1.5% of the KwaZulu Natal.

Like so many cities in the world, the eThekwini Municipal Area is concerned with the growing threat of crime and violence and its impact on the safety and security of its citizens which is posing a serious threat to our democracy. During November 2000, the eThekwini Municipality adopted a Durban Safer City Strategy which was a document that was to see the municipality implementing an integrated Safety Plan to reduce crime and violence.

The mandates for the adoption of such a community safety strategy has been supported by the documents below which stipulates that:-

“Local government has a key role to play in ensuring an environment less conducive to crime and is well placed, provided the required resources and capacity are available, to design and implement programmes targeted at specific crime problems and groups at risk.”

- South African Constitution of 1996
- Children’s Act of 2005
- Liquor Act
- Sexual Offences Act, Human Trafficking
- National Building Regulations
- South African Police Act, 1995
- eThekwini Municipality Plan 4 of Integrated Development Plan (IDP), 1999 revised annually
- eThekwini Municipality Mayor’s Policy Statement of 1999
The National Community safety Centre’s “Manual for Community Based Community safety” titled “Making South Africa Safe” emphasizes that reducing crime and building safer communities is a priority for every citizen and to make this happen, community safety must be initiated at community level. Local government is better placed for that hence the eThekwini Municipality embarks on developing an eThekwini Municipality eThekwini Safer City Strategy which is embedded on social development principles.

2. INTEGRATED DEVELOPMENT PLAN

As a new council, the eThekwini Municipality has followed the national government legislation, which sets out the framework within which the Council must operate. This package provides for developmental local government whose core business is to respond to socio-economic challenges in strategic and developmental ways. The Integrated Development Plan (IDP) which spells out the Municipality’s strategic plan of action for the next five years also includes the Safer City Plan. The content of the final version of the IDP is more focused, with clear targets, deliverables and time frames. It demonstrates a stronger relationship between the Council’s new organizational arrangements and the IDP, a clear reflection of our responsibilities as local government and a more robust spatial development framework.

3. WHAT IS CRIME PREVENTION

Crime Prevention means many things to different people, but essentially it is about stopping crime before it happens rather than reacting afterwards. This is a paradigm shift from the traditional view of community safety as a police activity, which focuses on the perpetrator. This is supported by international research, which shows that purely reactive strategies have an insufficient impact on crime levels. More recently best practice has shown that a holistic approach is needed to create a crime-free society.

4. BENEFITS OF CRIME PREVENTION INITIATIVES

- Crime Prevention is a more cost effective option than dealing with the aftermath of crime even though it is sometimes perceived that a tougher reaction by police and courts is the best response. Effective crime prevention would boost investor confidence in the eThekwini Municipality with a direct impact on prosperity and employment. Low crime levels are one of the global indicators for stability and social integration. This plays a role in attracting new investments and in maintaining current levels of investments, thereby ensuring the retention of a skilled workforce and contributing to improvements in the quality of life of citizens.

- Economic and social injustices of the past must also be addressed. International research commonly suggests that the post-apartheid crime levels in South African cities can be partly attributed to a long history of social inequality and exclusion and a lack of institutional and social control. Basically, insufficient urban services and exclusion encourage crime and violence. The White Paper on Local Government (March 1998) supports a strategic response through social and economic justice:

  “Local government should promote integrated spatial and socio-economic development that is socially just and equal for everyone in the community. This requires that community safety principles be integrated with other aspects of local development, including economic development.”

- Turning the tide on crime also requires a critical mass of people who share the same strategy. So, the strategy must make crime prevention a core function of eThekwini Municipality departments, employees and the general population, which is supported by the National Community safety Strategy emphasizing the Multi-Agency Disciplinary Approach Mechanism (MADAM).

A good strategy should develop a critical mass of crime prevention tactics. Utilising a large range of tactics co-ordinated within a single strategy will naturally meet with more success than isolated small project.
5. THE STRATEGY

- Through this process the ingredients for successful community safety have become evident and include preventative, inclusive and multifaceted approaches, which address the inequalities, which contribute to high crime rates.

- Best practices identified included dealing with crime and security issues through an integrated approach, one which is holistic, geographically specific and requires local ownership.

- The role of the eThekwini Municipality Safer Cities Strategy in this approach is to both design and oversee the implementation of community safety initiatives that employs a preventative, inclusive, multi-agency approach and addresses some of the inequalities e.g. poverty, that contribute to high crime rates. All of these factors are addressed within five strategic components, each of which is detailed in the next section of the strategy document.

6. STRATEGIC COMPONENTS

- Effective Policing
- Targeted Social Crime Prevention
- Urban Safety and Management of Built Environment
- Research and Crime Mapping and Analysis
- Community Involvement in Safety

These components should not be seen in isolation but should rather be seen as supporting and complementing each other. They are separated here for the clear identification of strategic objectives and desired outcomes.

6.1 EFFECTIVE POLICING

OUTCOME: Provision of Coordinated Service Delivery on Community Safety

Output 1

6.1.1 Contribute to an improved policing service within the eThekwini Municipal Area

6.1.1.1 eThekwini Metro Police Service and SAPS work closely together and actively participate in legislated joint coordinating committees with other criminal justice departments in order to:

- Align the Metro Police Plan with the SAPS Area Plan for co-ordinated joint activities
- Develop a technologically supported system for community safety and detection, such as utilizing and expanding the current Closed Circuit Television (CCTV) network and the municipality’s geographic information system (GIS)
- Define areas of joint training, operations and strategic planning

6.1.1.2 Strong partnerships between SAPS, Metro Police and business.

6.1.1.3 The Municipality supports and informs the SAPS strategy regarding community needs and expectations

6.1.1.4 Stronger role is played by the Municipality within the Community Structures – ward committees, ward safety committees, CPFs etc.

Output 2

6.2.1 Support the provision of an effective service by Metro Police through the implementation of the business plan

6.2.1.1 All three functions of the Metro Police are carried out effectively and efficiently:

- Traffic Policing
- By law Enforcement
- Crime Prevention
6.2.1.2 All the functions of the SAPS are carried out effectively and efficiently:

- Investigation of Crime
- Law and Order
- Intelligence
- Community Safety & Crime Prevention

6.2.1.3 A system of training and education for members of the service is in place
6.2.1.4 Active Road Safety Campaign.

Output 3
6.3.1 Improve the enforcement of by-laws and promote a sense of lawfulness and order
- By-laws reviewed and implemented throughout eThekwini Municipality
- A priority enforcement list of by-laws that have the most impact
- Set standards for enforcement levels and inform residents of the eThekwini Municipality
- Ensure effectiveness of criminal justice system through law courts

7.1 SOCIAL CRIME PREVENTION

OUTCOME: Improved awareness of safety risks and proactive mitigation of crime impact in communities

Output 1
7.1.1 Foster relationships that enable greater support to victims of crime with an emphasis on the vulnerable groups: physically challenged, youth, women, children and the aged
7.1.1.1 The creation of a local victim support network under the auspices of the local Victim Empowerment Network that includes:

- A data base and mapping of victim support services
- Informed staff and communities with regards to the existence of the data base
- Training on victim support skills, raising awareness on gender based violence, HIV/AIDS
- Co-operation between the municipality and community safety structures to promote victim support initiatives
- Tourist access to information regarding available victim support services.

Output 2
7.1.2 Raise awareness on relevant legislations including by laws
7.1.2.1 Support and foster partnerships with agencies dealing with substance abuse related problems
7.1.2.2 Implement a pilot project with licensed liquor premises / outlets and taverns associations to reduce substance-related crime and antisocial behaviour in and around the premises or outlets

Output 3
7.1.3 Facilitate effective management of street children and vagrants
7.1.3.1 An expanded municipal role in co-ordinating projects which are aimed at managing street children and vagrancy
7.1.3.2 A strong coalition with organizations involved in street children programmes
7.1.3.3 Establishment of a local inter-departmental committee focusing on the management of street children and vagrants
7.1.3.4 The enforcement of laws and by-laws relating to street children and vagrants
7.1.3.5 Ongoing training for specialized units at the Metro Police and SAPS

Output 4
7.1.4 Opportunities for young people developed and supported
7.1.4.1 Support and influence the development of youth centers in communities by providing training courses for youth at risk in order to develop skills, provide opportunities and improve self-esteem
7.1.4.2 A partnership between the local communities, local and provincial departments to improve and provide sports and recreational facilities
Output 5
7.1.5 Raise awareness of family values, morals and human rights
7.1.5.1 Creating a safer environment by inculcating Behavior Change
7.1.5.2 Mobilise communities to report crime
7.1.5.3 Instill family values and morals among society
7.1.5.4 Develop human rights culture

8.1 URBAN SAFETY AND MANAGEMENT OF BUILT ENVIRONMENT

OUTCOME: Improved understanding and implementation of relevant regulatory frameworks and compliance to safety measures

Output 1
8.1.1 Promote the use of Crime Prevention Through Environmental Design (CPTED) principles by developers and Municipality departments
8.1.1.1 Raise awareness and capacity in the application of CPTED principles
8.1.1.2 Developers and municipal departments involved with the physical environment have access to and information about CPTED principles
8.1.1.3 CPTED workshops held for developers and key municipal departments concerned with the physical environment
8.1.1.4 Engage in promotion campaign to communicate CPTED principles in the design and maintenance of public space and infrastructure
8.1.1.5 Mapping of crime information to highlight hot-spots and encouraging CPTED intervention.
8.1.1.6 Integrate and incorporate CPTED principles into the by-laws and building codes governing land use and new development

Output 2
8.1.2 Management of public realm and private properties
8.1.2.1 Promote urban safety practices
8.1.2.2 Reduce impact of poor design and planning
8.1.2.3 Manage urban infrastructure, mitigate urban disaster and environmental risks
8.1.2.4 Improve compliance with by – laws

Output 3
8.1.3 Use CPTED interventions to improve safety along transport routes
8.1.3.1 Replication of the pilot Transport Node Safety Project based on lessons learnt
8.1.3.2 An established and ongoing dialogue with a broad range of role-players in the transport industry to generate programmes and projects to reduce crime around facilities and along routes.

Output 4
8.1.4 Promote safety through implementation of the Urban Improvement Precinct Programmes (UIP)
8.1.4.1 An evaluation of the Central Business District UIP program
8.1.4.2 A plan and guidelines for replicating the programme throughout the eThekwini Municipality
8.1.4.3 A safety component is included in all UIPs
8.1.4.4 An information and media campaign that communicates the benefits of UIPs and encourage wider participation.

9.1 RESEARCH AND CRIME ANALYSIS

Output 1
9.1.1 Improve the quality of crime information and analysis
9.1.1.1 Improved gathering, sharing, integration and analysis of information between enforcement agencies and stakeholders such as community structures, business and schools
9.1.1.2 Acquired information used in community safety plans and initiatives.
Output 2
9.1.2 Access a broad range of information to accurately map crime spots
9.1.2.1 Establish partnership between SAPS, community structures and appropriate municipal departments in order to access
   broad range of statistical and other relevant information
9.1.2.2 GIS mapping of the data
9.1.2.3 Data profiling and analysis to inform interventions
9.1.2.4 Conduct ongoing research
9.1.2.5 Compile and compare statistics per ward and region
9.1.2.6 Compile ward profiles and safety plans
9.1.2.7 Develop a process to share collated information with relevant stakeholders

Output 3
9.1.3 Evaluate project post implementation
9.1.3.1 Conduct ongoing crime mapping and community safety audits

10.1 COMMUNITY INVOLVEMENT IN SAFETY

Output 1
10.1.1 Improve and expand community education regarding community safety
10.1.1.1 Effective safety programmes delivered by Safer Cities, Metro Police, SAPS, Fire Department, Disaster Management and
   related safety structures and safety structures
10.1.1.2 Increased public education programmes, partnerships, outreach programmes and sharing of information
10.1.1.3 Community safety projects developed through the participation with Councillors, local government representatives, and
   community safety structures.

Output 2
10.1.2 Establish and support community safety structures
10.1.2.1 Conduct training workshops, ward profiling and study tours.
10.1.2.2 Mobilise communities to participate in community safety initiatives
10.1.2.3 Widely communicate ward safety plans

Output 3
10.1.3 Support local efforts to create safer school environments
10.1.3.1 Establish school safety committees
10.1.3.2 Develop school safety plans
10.1.3.3 Facilitate and coordinate school safety programmes
10.1.3.4 Conduct school safety audits
10.1.3.5 Participate in activities and initiatives by civil society, government departments and organizations to promote safer schools.
10.1.3.6 Initiate collaborative programmes with strategic line departments to inform other role-players such as NGOs, SGBs and
   teachers about current municipal activities, including recreational opportunities
10.1.3.7 Initiate a school visit programme by Metro Police, ETA, Disaster Management, Fire Department, Electricity Department
   and other municipal departments to schools for educational purposes

Output 4
10.1.4 Improve the level of safety to identified Area Based Management areas by focusing on specific problem areas
10.1.4.1 Provide facilitation in conjunction with the relevant municipal department in identifying problem areas and providing
   workable solutions
10.1.4.2 A project team that includes departments from all levels of government to ensure the integrated and holistic provision of
   services
### 11. IMPLEMENTATION FRAMEWORK

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>OUTPUT</th>
<th>OUTCOME</th>
<th>INTERVENTIONS/ PROGRAMMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective Policing</td>
<td>Coordinated service delivery on community safety</td>
<td>Improved enforcements and policing</td>
<td>Joint operations</td>
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<td></td>
<td></td>
<td>Improved relationships between and amongst enforcement agencies and communities</td>
<td>Forums and round table discussions</td>
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<td></td>
<td></td>
<td>Support Metro Police and SAPS Business processes</td>
<td>Capacity building and training</td>
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<td></td>
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<td></td>
<td>Monitoring and evaluation</td>
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<tr>
<td>Social Crime Prevention</td>
<td>Improved awareness of safety risks and proactive mitigation of crime impact in communities including vulnerable groups</td>
<td>Reduced victimization of vulnerable groups through strategic partnerships</td>
<td>Develop strategic partnerships with relevant National, Provincial and municipal departments</td>
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<tr>
<td>Compile, share and disseminate database of victim support services</td>
<td></td>
<td>Reduced risk of substance abuse Youth at risk supported Moral values fostered</td>
<td>Develop strategic partnerships with relevant NGOs and CBO's Awareness Campaigns Vulnerable groups skills audit Youth development programmes</td>
</tr>
<tr>
<td>Urban Safety and Management of Built environment</td>
<td>Improved understanding and implementation of relevant regulatory frameworks and compliance to safety measures</td>
<td>Crime Prevention Through Environmental Design practices promoted Managed public realm Urban Improvement Precinct programme promoted and implemented</td>
<td>Increase compliance with by laws and regulations Develop strategic partnerships with relevant departments Implement integrated safety programmes/ projects or operations</td>
</tr>
<tr>
<td>Research and Crime Mapping &amp; Analysis</td>
<td>Qualitative and Quantitative Crime informatics and analysis</td>
<td>Improved quality of crime information Accurate crime mapping Monitoring and evaluation</td>
<td>Safer Cities Crime Prevention Policy Safety Tips Booklets Learning and documentation of best practices Compile ward profiles Develop strategic partnerships Mainstreaming safety into departmental plans</td>
</tr>
<tr>
<td>Community Involvement in Safety No of NGO's, CBO's per region (database)</td>
<td>Equitable and effective protection of citizens through development of Ward Safety plans</td>
<td>Improved community education regarding safety</td>
<td>Community Safety Forums established Ward Safety Committees established Street Committees supported Crime prevention Organizations supported Joint programmes implemented</td>
</tr>
<tr>
<td>Administration</td>
<td>Manage and control business processes</td>
<td>Ensure efficient and effective management of resources</td>
<td>Human resource management Systems and processes developed</td>
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<tr>
<td>Financial Management</td>
<td>Manage and control budget and risks</td>
<td>Effective management of budgets and risks</td>
<td>Budget control Risk management systems</td>
</tr>
</tbody>
</table>

**RELEVANT DOCUMENTS**

- Long Term Development Framework
- Integrated Development Plan
- Safer Cities Strategic document
- Municipal Systems Act
- National Crime Prevention Strategy
- National Youth Policy
- Gender Policy (eThekwini)
- Quality of life Surveys
- South African National Community Safety Strategy
- Urban Safety Index – UN Habitat
- South African Police Services Amendment Act
- Strategy and Guidelines for Children Working and Living on the streets (Dept of Social Dev)

**MONITORING AND EVALUATION**

- The Safer Cities will ensure that all stakeholders stick to the implementation of activities that are enclosed within the plan. Progress and difficulties encountered during the implementation of all activities need to be reported to the health Safety & Social Services Community and Emergency for review. Re-planning will be suggested annually, depending on the feedback received during the implementation process.

- Evaluation of the program will be done quarterly and a holistic evaluation should be once every year.
DELIVERING THE SAFER CITY

- International experience has shown that community safety strategies seldom work perfectly first time and global experience suggests that implementation is best achieved through an incremental process of experimentation or “learning by doing”, dissemination of the lessons learnt, ongoing measurement and publication of results. The circulation of information is critical, since the participation of the stakeholders can only be assured if they are kept well informed of the activities and results of projects being implemented. In order to sustain it, all of this requires a well-planned process of monitoring and evaluation.

- Monitoring is the regular observation and recording of project activities in order to check on progress and gather information on which to base future decisions in order to improve project performance. The most effective way of monitoring is measurement against an action plan. This written plan details the tasks and resources (inputs) needed to reach the projects outcomes and strategic objective. Tasks are listed in the order in which they should be implemented, are assigned to relevant team members who are given a deadline. The required resources are also identified.

- Through regular monitoring the project “champion” must ensure that these tasks are accomplished satisfactorily and within set time frames and check that resources are appropriately utilised. Evaluation refers to the process of judging the completed project against anticipated outcomes and objectives. It is intended to provide a clear picture of the extent to which the project has been able to achieve its intended objectives. By comparing the anticipated outcome, with what actually happened we can begin to identify practices that both worked and failed. Knowing that a project succeeded or failed is less important than knowing why it failed and identifying critical factors. It is critical that this information be shared with others through briefings, newsletters and appropriate forms of communication, allowing the eThekwini Municipality to approach the next project with increased information and skills.

- Objectives and outcomes provide the basis for monitoring and evaluating a project, they are the yardsticks upon which the success or failure of a project is measured. Outcomes in this strategy are written in such a way that they are easy to monitor and evaluate. They exist should the intervention be successful. Specific and measurable indicators can then be developed from these outcome statements.

- Some of the strategic objectives contained in this document are achievable in the short to medium term and are relatively easy to measure. Others are more complex and only achievable in the longer term. Nevertheless each objective requires its own method and scale of evaluation designed to measure the specific indicators, which demonstrate the achievement of the outcomes.

- Monitoring and evaluation of this strategy should occur at a multitude of levels. At project level to check that projects are relevant, effective and have impact. At management level, to make sure that the co-ordinating and management structure is suitable and able to fulfil it’s role and meet the objective. Across the whole Metro area, the entire strategy and structure should be monitored and evaluated to ensure that the overall objective of a Safer eThekwini Municipality is achieved. While monitoring and reporting is best done internally through roleplayers who are intimate with the strategy and its projects, final evaluation can often be better accomplished through an external evaluator.

- To ensure that the eThekwini Municipality’s programmes and projects in the area of social community safety (the second component of the strategy) are based on a sound scientific understanding, the Safer City Initiative has to re-establish an external Research Advisory Group (RAG). This body will include social scientists and experienced researchers from NGO’s, universities, business and other organisations who advise the Safer Cities Department on best practice models. RAG will assist in baseline data collection and in monitoring and evaluation so that the Initiative learns from its own experiences and the experiences of others. They will also advise on best practices (e.g., pilot projects) and advise on appropriate research requirements.
CONCLUSION

- This strategy is an expression of a joint plan of action for local government and its stakeholders which include provincial and national government, the criminal justice system, business and NGO sectors and community based structures. It deliberately highlights the important areas of delivery and the achievement of outcomes which will make a positive impact on crime in the eThekwini Municipality. The strategy is firmly located within Durban’s Integrated Development Plan and Long Term Development Framework. This builds on a common vision with the intention of creating a critical mass of projects and people which will allow Safer Cities to stem the tide of crime.

- By making crime fighting one of the core business of the eThekwini Municipality, the achievement of the vision of creating a thriving, world class industrial and commercial centre, employment opportunities for all citizens, a premier tourist destination and a Municipality with a clean, safe environment, full effective employment and a high quality of life is possible. This is the overarching objective of the eThekwini Municipality Safety and Community safety Strategy.

BIOGRAPHY

- Drugs and crime in Durban – Institute for Security Studies and Medical Research Council 1999.
- Transport Safety. CSIR pilot project Durban CBD.
- Quality of Life Survey. Durban Metro Urban Strategy Department.
- Durban Police area monthly crime statistics.