



Joburg City Safety Strategy  
Executive Summary

Joburg

**City of Johannesburg**  
Department of Finance  
and Economic Development

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## **1. EXECUTIVE SUMMARY**

### **1.1 Overview**

Joburg 2030, which is the City of Johannesburg's key development plan, contains a radically new approach to crime reduction and public safety. In order to give effect to those provisions of Joburg 2030 which deal with crime and public safety, the City decided to develop an integrated and multi-disciplinary Joburg City Safety Strategy. The Joburg City Safety Strategy aims to define a common approach to dealing with crime, violence and safety and security in Johannesburg. It will be the key programme on safety and security for the City and will be the basis for the programmes of the JMPD and other city agencies. It should also guide external agencies involved with safety and security in Johannesburg, such as the SAPS.

The Joburg City Safety Strategy proposes that the City should play the leading role in public safety in Johannesburg in close cooperation with SAPS and the Gauteng Department of Community Safety<sup>1</sup>. In support of the objectives of Joburg 2030, it will aim to reduce both the actual incidence of crime and the negative perceptions of crime which impact on business confidence and investment decision-making.

The Joburg City Safety Strategy is intended to be a medium- to long-term strategy. However, because of the urgency of putting in place programmes of action which can begin to turn around perceptions and create buy-in, the strategy will initially focus on short to medium-term initiatives.

### **1.2 Scope of the project**

The Joburg City Safety Strategy has not attempted to undertake an exhaustive analysis of crime statistics or local and international best practice. The Strategy sets out some initial recommendations for high-level interventions. These have been assessed in much greater detail by the role-players and form the Joburg City Safety Strategy Implementation Plan, which was approved by the City Council in August 2004.

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<sup>1</sup> Previously the Gauteng Department of Safety and Liaison

### **1.3 Structure of the report**

The report has been structured in two parts. Part one provides a broad contextual and environmental overview for the Joburg City Safety Strategy and includes a crime analysis, an overview of relevant national and provincial legislation and of international best practice, a high-level analysis of the current status quo in the City of Johannesburg including recent crime prevention initiatives, and an overview of the City's capacity and resources. Part two contains the Joburg City Safety Strategy.

### **1.4 Crime Analysis**

Johannesburg is unique – it produces a large fraction of South Africa's GDP, and it contains a very large fraction of the country's vehicle crime, bank robberies, fraud etc. The most recent crime statistics which are available from the SAPS indicate that Johannesburg still stands out in South Africa as having a far higher incidence of crime than most other areas. Although interpersonal violence per capita (such as domestic violence and assault GBH) is comparable in the Eastern Cape, KZN, Western Cape and Northern Cape, the incidence of economic crimes is by far the highest in Gauteng, and especially in Johannesburg. The city is relatively near the land borders to neighbouring states and contains the largest international airport, which facilitates the smuggling of stolen vehicles and other transnational organised crime. The share of GDP and the share of economic crime therefore make Johannesburg unique.

The highest levels of interpersonal violence in Johannesburg take place in the historically black townships in and around Johannesburg and in urban areas which have decayed (such as Hillbrow and the CBD). High levels of property crime also take place in these areas. However, much of the serious property crime, including housebreaking, business burglary, armed robbery and the hijacking of vehicles, takes place in the more affluent parts of Johannesburg.

In the Johannesburg Metro area, Hillbrow, Johannesburg Central and Booyens are recurrent hotspots for a range of serious violent crimes (with Hillbrow being probably the single most violent area in the country). Moroka and Eldorado Park are also high crime areas. Yeoville and Jeppe have experienced high levels of aggravated robbery,

while Mondeor, Norwood and Cleveland are included in the list of hotspots for the hijacking of motor vehicles. Although crime in Alexandra has decreased substantially, there is still a high incidence of violent interpersonal crime and violent property crime.

Not all crimes are the same. Both the effective prevention of crime and effective responses to crime depend heavily on the availability of good quality information and analysis of the occurrence and characteristics of crime and of the opportunities and underlying causes.

### **1.5 Legislative Context**

Policy and strategy development in South African cities takes place within a context shaped by national and provincial policies and processes. These strategies and policies define and delineate the role of local government, and inform the Joburg City Safety Strategy. Key policies and strategies include:

- The Constitution of the Republic of South Africa, 1996
- The South African Police Service Act 68 of 1995
- The National Prosecuting Authority Act
- The Prevention of Organised Crime Act
- The National Crime Prevention Strategy, 1996
- The White Paper on Safety and Security, 1998
- The Gauteng City Improvement Districts Act 12 of 1997

### **1.6 The City of Johannesburg's response to the NCPS**

A number of local crime prevention programmes and interventions were initiated by the Johannesburg city government in response to the National Crime Prevention Strategy. The City's initiatives accelerated in 2003. Initiatives launched at various times include:

- The Johannesburg Safer City Project, 1997
- A Business Plan for the Development of a Comprehensive and Integrated Strategy to Reduce Crime and Violence in Greater Johannesburg, 2000
- The establishment of the Johannesburg Metropolitan Police Department in March 2001

- A workshop between the Economic Development Unit: Joburg 2030 and senior officials of the Johannesburg Metropolitan Police Department, February 2003.
- Completion of a Crime Victim Survey by the CSIR for specific areas in Johannesburg, 2003
- A study and report on Crime Prevention Through Environmental Design entitled, "Mainstreaming CPTED into the core business of the City of Johannesburg" by the CSIR 2003.
- Installation of a state of the art CCTV surveillance system which covers part of the Johannesburg CBD.
- Planning and execution of the Alexandra Renewal Programme by the province with the cooperation and support of the City..
- The seizure of several of the sleazy hotels and bad buildings by the City, in cooperation with the SAPS and the Directorate for Special Operations, and their transfer to social housing agencies.
- Establishment of the Inner City Task Force
- Adoption and implementation of a new policy on access restrictions on roads.
- Implementation of a pilot project to establish a municipal court for Johannesburg
- The development of the Joburg City Safety Strategy

## **1.7 Capacity and Resources in Johannesburg**

### **1.7.1 The JMPD**

The JMPD's 10-year strategic policing initiative, Chariots of Fire, aims to increase the visibility of police in the city and to increase their responsiveness. Their zonal policing model involves deploying police officers on organised patrols in demarcated priority zones. The strategy also involves the modernisation of the JMPD and introduces the concept of e-Metro policing (policing programmes that are based on new scanning, communication and information management technology). The JMPD has also launched a campaign, known as Operation Nude Ants, which aims to take action against people who violate the city's by-laws.

Statistics gathered by the Johannesburg Metropolitan Police Department show that the JMPD's visible policing campaign has had an impact on crime in Johannesburg. As early as March 2002, the campaign had resulted in a substantial number of arrests. The Metro Police have also had a marked effect on controlling illegal street trading and illegal land invasions. Public perceptions of the JMPD are generally good.

The JMPD currently has a staff complement of 2 580. Forward-planning exercises conducted by the city indicate that 4 000 uniformed officers will be required to meet the city's policing needs in the future. However, it is important to bear in mind that both now and in the future, the resources of the JMPD will always be too limited to have a high impact in all areas. Even with a force of 4 000, the JMPD will have to ensure that its programmes are targeted. They must be targeted in alignment with this Joburg City Safety Strategy.

### **1.7.2 Emergency Services and Disaster Management**

The City of Johannesburg, through its Emergency Management Services (EMS), provides a range of emergency services, including ambulances, fire fighting, and rescue and disaster management. The City of Johannesburg also provides services aimed at reducing and preventing emergencies. Johannesburg's fire fighting function has been improved through a risk mapping exercise, and the City has improved its infrastructure for emergency response. A new state-of-the-art control centre, launched in December 2001, is now fully functional and handling all emergency and non-emergency service-related calls generated in the city. The main challenge related to emergency services is the ability to respond quickly to emergencies in all parts of the City.

In respect of disaster management, the city has been taking a proactive approach to preventing and mitigating disasters, rather than simply responding to them. A disaster management plan, which incorporates this shift, has been developed. The plan facilitates multi-agency and multi-jurisdictional coordination in addressing disasters. The City now needs to popularise its disaster management plan and ensure its coordinated implementation.

### 1.7.3 Better buildings

The City of Johannesburg is taking measures to upgrade dilapidated buildings and to demolish those that are structurally unsound. The city has launched two programmes: the Better Buildings Programme and the Bad Buildings Programme.

The objectives of the Better Buildings Programme is to transform buildings which are derelict, overcrowded, invaded by illegal squatters, used for criminal activities, where the owners owe large amounts in arrears in rates and/or service costs or where owners have abandoned the buildings. The aim is to make these buildings available to developers at little or no cost for redevelopment and integration into the economic mainstream of society. More than 15 structurally defective buildings have also been demolished. They include: Greenhouse Hotel and Leighton Court in Berea, Grande Moustache, Nevada Court, 23 Von Brandis and 95 Nugget Street in the inner city, the Mayfair Hotel and the Old Clinic in Fordsburg. To date, two hundred buildings have been identified for redevelopment and tenders have been issued for work on the first twenty.

The Bad Buildings Programme is coordinated by the Inner City Regeneration Task Force. The task force comprises four units: Law Enforcement, Building Control / Land Use, Environmental Clean-up and Infrastructure. The Johannesburg Metropolitan Police Department is responsible for convening the Law Enforcement unit in conjunction with the SAPS, SANDF and Pikitup. The aim of this unit is to enforce the by-laws relating mainly to fire, health and building control and to prosecute offenders. The Bad Buildings Programme has also been successful in dealing with the issue of slumlords, informal trade, traffic and taxi management.

The Joburg City Safety Strategy will be reliant on initiatives like the Inner City Regeneration Task Force, and aims to extend the concept into different targeted areas where the need arises. It must be noted that the success of such an initiative is dependent on adequate resources and capacity.

## 1.8 Joburg 2030 and the development of a Joburg City Safety Strategy

The Joburg 2030 strategy includes a detailed report which demonstrates that crime and perceptions of crime play a significant role in the business investment decision in Johannesburg. Hence, the strategy addresses crime as one of two key priorities necessary to create an environment conducive to economic growth in Johannesburg<sup>2</sup>. Joburg 2030 makes three strategic proposals in respect of crime:

- I. That safety and security initiatives be repositioned around an outcome that is expressed more in economic than in purely social terms
- II. That Council present its vision and strategy with respect to crime reduction in the broader safety and security multi-agency community, stating what it requires from that community and indicating what resources it can make available in order to make this possible.
- III. That all crime prevention that is within the City's legislated powers be taken up and zealously enforced.

In response to the 2030 strategy, the City of Johannesburg decided to develop a Joburg City Safety Strategy. The intention of the Joburg City Safety Strategy is to enable the City to achieve the objectives set out above. The Joburg City Safety Strategy will aim to reduce both the actual incidence of crime and the negative perceptions of crime which impact on business investment decisions. These objectives, and the success of the City Safety Strategy, will be measured in economic terms (i.e. by growth in GGP and HDI) and specifically by a decrease in the crime elasticity of investment from 61 percent to 5 percent within ten years, as set out in Joburg 2030. The Joburg Human Development Agenda has at the same time developed a Social Crime Prevention Strategy<sup>3</sup>, which will be implemented together with the Joburg City Safety Strategy.

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<sup>2</sup> The other priority is the mismatch of skills between what the labour force is able to offer and what is demanded by industry. Of these priorities, crime is weighted as by far the most serious problem.

<sup>3</sup> Johannesburg's Human Development Challenges; June 2004.

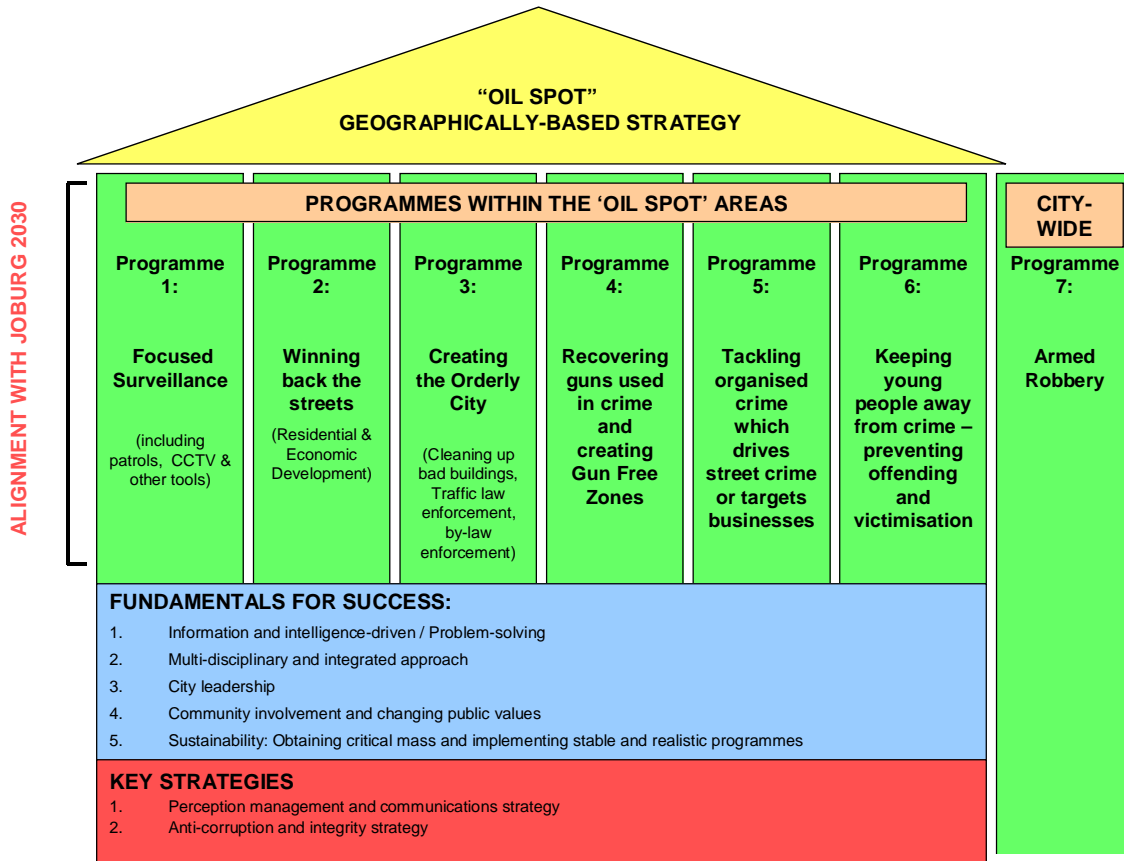
In order to ensure the effective implementation of the strategy, the broader multi-agency community must agree to adopt an integrated approach to the reduction of crime in the City. The JMPD is not expected to be the sole law enforcement and crime prevention agency available to the City. The City believes that the SAPS, the Directorate of Special Operations and SARS have crucial roles in combating organised crime and street crime. There are also other by-law enforcement agencies in the City, such as the Building Control Unit. The Joburg City Safety Strategy therefore does not only look at the role of the JMPD. It looks also at the role of the SAPS and the DSO, in particular, and argues that they should voluntarily agree to align their programmes in Johannesburg as much as possible with the Joburg City Safety Strategy and the priorities of the City in making Johannesburg a safer and better place to live, work and visit. Johannesburg's Council and Mayor bear the most direct responsibility, and have the most direct interest, in making Johannesburg safe and secure – this is in no way in conflict with the SAPS' constitutional duty to combat and prevent crime.

It is very important to ensure the alignment of service delivery boundaries for national, provincial and municipal government, without which the integration of programmes becomes very complicated. In addition to this, the City must provide an incentive to the agencies which will play a role in the initiative. The concept of purchasing safety and security 'products', from the Criminal Justice System and the South African Police Service is expounded in Joburg 2030. In order to ensure that the various agencies maintain focus on the City's objectives, these contracts with external agencies must be based on service level agreements with the City, which must be monitored and measured on an ongoing basis.

### **1.9 The Joburg City Safety Strategy**

The philosophy underlying the development of the strategy is that the City must adopt a very focused approach to specific crime issues. Experience has shown that if the City attempts to take on too many priorities and if the strategy is too complicated, it will be unsuccessful.

The diagram below depicts the integrated framework for the Joburg City Safety Strategy. This framework has been agreed on and finalised by the key role-players:



### 1.9.1 A geographically based strategy

The geographically focused approach is based on consolidating crime reduction in a small number of target areas and gradually widening the boundaries of each area, particularly along arterial routes, without the rapid withdrawal of extra capacity, until the geographic focus areas overlap,. In this case, in order to achieve critical mass, it is proposed that geographical areas be identified which are important for the economic development of Johannesburg, either because they are business areas or because they play an important role in forming investor and business perceptions. These will be of various types, and should focus in the first instance on areas in which urban renewal is taking place (e.g. the CBD, Newtown and Braamfontein). The emphasis will be on consolidating investment – by the City, by Blue IQ and by the private sector. The major access routes into and out of the area will be the focus of “focused surveillance”.

This approach emphasizes the need to devolve accountability down to managers at every level. There will be measurement of key performance indicators and a regular report will be presented to a high level committee chaired by the Executive Mayor.

The selection of priority areas has been undertaken by a multi-disciplinary team, including representatives from the City, the JMPD and the SAPS. As part of this process, criteria have been developed for the selection of priority areas in line with Joburg 2030. Attention was given to the consolidation of investments, areas which play an important role in forming investor perceptions and projects which are of national importance and which may require special considerations (e.g. Constitution Hill).

The selection of areas also takes into account the priority areas of the JMPD, and is aligned with the Johannesburg IDP and the Spatial Development Framework. The area strategy should optimise the economic resources and skills of business.

The geographic focus areas include the Ellis Park area, Orange Grove, Norwood, Moroka, Newtown and the CBD.

The importance of focusing resources on a specific area to achieve critical mass is shown by the success of the renewal of Newtown.

### **1.9.2 The Priority Crimes**

In order to choose the seven key programmes of the Joburg City Safety Strategy, it was necessary to identify the priority crimes which must be tackled in order to achieve the objectives of Joburg 2030. Joburg 2030 explicitly commands a focus on business as a generator of growth in GGP. In addition, it refers to the tourism industry as a priority sector, not because of its current contribution to GGP in Johannesburg, but because of its potential to become a major contributor to the City's economy and growth in GGP<sup>4</sup>. The priority crimes which were identified are those which are believed to have the most significant impact on business confidence

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<sup>4</sup> The City of Johannesburg's Tourism Safety Strategy must therefore be aligned with the Joburg City Safety Strategy and must be developed within the framework of the Joburg City Safety Strategy.

and investment decision-making, and the tourism market. In respect of business, the following crimes were assessed: crimes which affect businesses directly; crimes which create fear and impact on perceptions; crimes which create perceptions of political, economic and / or civil instability; crimes which cause a loss of business and crimes which affect service delivery. The priority crimes include:

- Serious violent interpersonal crimes (such as murder, rape and assault GBH).
- Serious violent property crimes (such as hijacking and armed robbery)
- Fraud and corruption
- Crimes affecting tourists
- Crime and grime
- Hijacking and theft of freight and cargo

Armed robbery is one of the few crimes which have continued to increase in recent years. It is a major contributor to the perception of high crime which was reflected, for instance, in the recent ISS Victims of Crime Survey<sup>5</sup>. It creates a climate of fear.

For these reasons, the Joburg City Safety Strategy advocates a focused programme to reduce armed robbery, especially robbery with a firearm. This will take place across the City: i.e. it will not be limited to the “geographic focus areas”.

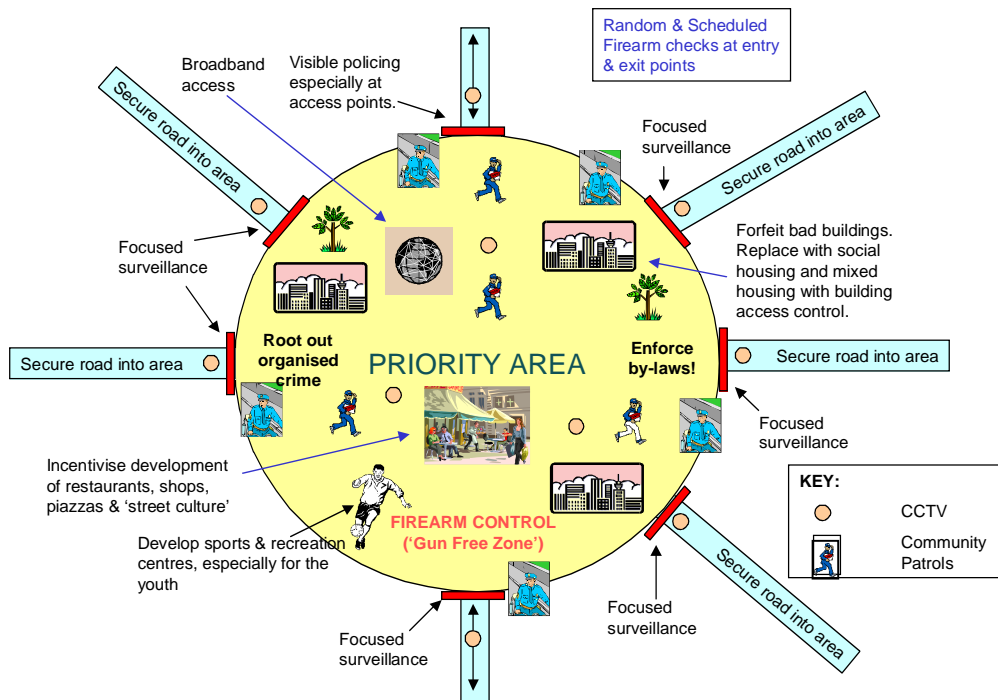
### **1.10 The Seven Key Operational Programmes of the Joburg City Safety Strategy**

Given a geographically based approach and the focus on armed robbery, it is necessary to identify some key programmes which can be initiated across the City and within the geographically defined priority areas. These programmes must relate to the priority crimes discussed above. It is important to identify a range of initiatives within each of the programmes – some which can be implemented in the short-term and some which will have a medium- to long-term focus.

The following diagram provides a very high-level example of how the seven key operational programmes could function in a geographic focus area:

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<sup>5</sup> Burton et al (2004) National Victims of Crime Survey: South Africa 2003, Institute of Security Studies



These programmes form the basis for the City’s interventions in the geographic focus area target areas, but they will be tested against local conditions, and their application may vary from one area to another.

**Programme 1: Focused surveillance, including patrols, CCTV and other tools**

In order to win back the streets so that the public feel safe and confident in cars or on foot during the day and night, and to give the public the confidence to travel freely in business, commercial and industrial areas, it is necessary to create “defensible space” in key business, commercial and industrial areas and to secure the access routes into these areas against hijacking, mugging and robbery from vehicles and pedestrians.

Focused surveillance does not refer to the use of barricades or fortifications. Rather, the access points into and out of an area can be lightly controlled (and the access routes secured) by concentrating JMPD and other visible policing patrols around key access points and routes, by providing comprehensive CCTV surveillance on access routes (with the capacity to read number plates), and by carrying out regular searches on access routes for firearms and other weapons.

It must be understood and emphasized that CCTV is a tool which must be used together with other mechanisms, and is not an end in itself or a solution in itself. In order to mitigate the expense of CCTV, CCTV should be used where it is effective and for objectives which are realistic and high-impact – that is, mainly on access routes. The City needs to develop a rollout plan for CCTV in key public places and on key access routes.

### **Programme 2: Winning Back the Streets - Residential and Economic Development**

The essence of the geographic strategy is to ‘win back the streets’, so that residents and visitors to Johannesburg feel confident to walk and drive in the streets at any time of the day and night, and so feel free to enjoy the entertainment and business facilities in the City. The strategy therefore focuses on sustainable measures to improve the safety and perceptions of pedestrians and transport users in the Joburg City Safety Strategy target areas, and eventually in the whole city.

Some of the components of a programme to ‘win back the streets’ in the priority areas include:

- Improving municipal services and infrastructure
- Ensuring good urban management
- Encouraging pedestrian activities
- Incentivising the development of entertainment, shopping and other facilities
- Incentivising mixed housing
- Implementing the principles of crime prevention through environmental design
- Developing close cooperation between the police and the community
- Supporting the establishment of City Improvement Districts
- Holding events which encourage the public to use the streets and public places

### **Programme 3: Creating the orderly city – Better buildings, by-law enforcement and traffic policing**

It is well known that both the reality and the perception of public safety are strongly influenced by a breakdown in civic order which is represented by petty crime, by a general ethic of lawlessness and in particular by non-compliance with City by-laws. This is popularly called 'crime and grime', which describes the problem well.

The Joburg City Safety Strategy aims to tackle these issues by creating the 'Orderly City' – a place which is clean and free of grime, where there is a general culture of compliance with the law and where traffic policing and by-law enforcement are prioritised.

The City has identified a number of by-laws and traffic laws which are enforceable and which will have high visibility and a high impact on perceptions of crime and grime in the target areas. In addition, within the target areas, the City will have to adopt a zero tolerance approach to the enforcement of these by-laws.

As part of this programme, the City will also prioritise its 'Better Buildings' and 'Unsafe Buildings' programmes. It will continue and accelerate its efforts to forfeit buildings in which crimes are planned or carried out (or which are purchased with the proceeds of crime) and buildings which contravene health and safety by-laws or are in arrears or are otherwise sufficiently problematic to be legally actionable. A mix of housing types is essential in order to create sustainable business and residential areas, so the forfeited buildings will continue to be transferred inter alia to social housing associations, who must undertake to effectively manage and upgrade the buildings and maintain effective access control at all times.

#### **Programmes 4, 5 and 6: Guns, Organized Crime and Youth**

A preliminary analysis of the key characteristics of the priority violent crimes identified above has shown that there are certain common features that underlie these crimes and that drive violence in the City. These are the use of guns, the involvement of young men and organized crime. It is believed that crime reduction strategies which seek to deal with the ready availability of both legal and illegally owned firearms, which are focused on youth offenders and victims, and which attempt to dismantle organized crime groups, will therefore impact on a wide range of priority crimes which threaten business confidence and affect business investment decision-making. These interventions will be targeted within the priority areas targeted by the Joburg City Safety Strategy (for example, declaring Gun Free Zones in parts of these areas).

## **Programme 7: Armed Robbery**

This programme will be tackled across the City and its implementation will not be targeted only in the geographic focus areas. It will be developed by the SAPS and the JPMD with the assistance of the Directorate of Special Operations and other agencies. It is based on the enhancement of law enforcement capacity and a single-minded focus on the reduction of armed robbery. Key tools will be the use of enhanced surveillance on access and exit routes from the City, including CCTV and robot cameras with number plate recognition, transformation of the vehicle licensing process and increased effort against those organising the sale of stolen property. The success of the Bogota (Colombia) and Boston (USA) campaigns to reduce gun violence shows the power of a concerted campaign based around a mayor who exerts leadership. This approach – a critical mass of management time and other resources thrown behind the Executive Mayor in a coordinated and sustained campaign – is most likely to have a chance of success. The focused multi-disciplinary task forces which have dealt with bank heists and truck hijacking in Johannesburg have also been very successful.

The Joburg City Safety Strategy takes cognisance of the fact that the priority crime issues can only realistically be tackled over a medium to long-term horizon, particularly if the effect of interventions is to be sustainable.

### **1.11 Fundamentals for success**

There are certain guiding principles which have informed the development of this initial framework and which are fundamental to the success of the strategy. These principles cut across all of the seven programmes and also provide guidance for the implementation of the strategy. They include:

- Information and analysis driven, with a problem-solving approach
- Multi-disciplinary and integrated approach
- City leadership
- Community involvement and changing public values
- Sustainability: Obtaining critical mass and implementing stable and realistic programmes

The programmes and focus which are adopted for the JCSS must be stable. That is, they should be allowed to operate and not have resources removed at whim because someone influential wants an intervention on some other matter.

## **1.12 Key Strategies**

### **1.12.1 Perception management and communications strategy**

A strategic communication strategy will be key and is included in the detailed implementation plan. The Council's Communications Directorate, in particular, will be aware of how to communicate issues related to safety and crime prevention. The communications plan must focus on managing perceptions of crime and the fear of crime, and on conveying the nature and effect that the geographical programmes will have on residents and businesses in Johannesburg.

### **1.12.2 Integrity and Anti-Corruption strategy**

The development of an integrity framework and programme will be another key focus. A proactive way should be found to deal with corruption, not just in the SAPS and JMPD, but also amongst city officials. Risk areas should be addressed proactively and not merely reactively. The integrity framework and anti-corruption campaign should be tied into existing campaigns and initiatives regarding corruption. It is believed that the sphere of influence of such initiatives should be enhanced.

## **1.13 Implementation of the Strategy**

Effective execution of a strategy is the key to success. Even a simple strategy well executed is better than a very sophisticated strategy which is not effectively executed.

The most common reasons for poor execution are:

- The strategy is not a strategic priority for the implementing agencies.
- The agencies have not budgeted for it or have not budgeted adequately for it.
- It is not a focus of management attention – so there is no vision or leadership applied to the execution.
- Too little management capacity is allocated to the execution.
- No project management skills and capacity are allocated.
- Those responsible for execution are required to carry out the tasks as additional to their “real” jobs.

The success of the Region 8 Inner City Regeneration Task team is a valuable lesson. It enjoyed:

- Strong support from the Executive Mayor.
- An adequate budget
- Team members seconded from role-paying agencies
- Good leadership
- Strong team loyalty
- An information-driven and problem-solving approach.

These are key success factors for any horizontally-organised project – which includes almost all urban-renewal / public safety projects.

In order for the JCSS to be information-driven, it is necessary to share information. The UACs and other departments and agencies have a great deal of information which is of interest and assistance to other agencies in improving public safety. In particular, the JCSS Steering Committee (see below) must consider what information is essential for successful execution of the Strategy, and what information is available, particularly what crime statistics are essential to implementation and what can be made available to the task teams on a confidential or open basis.

#### **1.14 Implementation Responsibility**

The responsibility for implementation planning, communication and monitoring will lie with a Joburg City Safety Strategy Steering Committee, on which all relevant local and provincial government role-players will be represented.

#### **1.15 Monitoring and Evaluation**

A detailed monitoring and evaluation framework will be developed as part of the Joburg City Safety Strategy Implementation Plan. The City must monitor at least the following:

- The implementation of the strategy based on the expected outputs
- The impact of the strategy on the experience and perception of public safety

The monitoring mechanism is robust and simple, and should not impose extensive new reporting requirements on the officials of the Council and other agencies. The greatest risk in respect of monitoring and analysis is that officials refuse or fail to submit reports because they are too complex or require too much extra work, or because they receive no feedback and so perceive the work as being useless.