



Winning the fight against crime in South Africa affects everyone. Crime has reached significantly high proportions, necessitating it to be adopted as one of government's apex priorities. Many South Africans are not and don't feel safe in their households, places of work, their communities and on the streets.

Crime also has a major impact on socio-economic development, particularly because members of the business community are often victims of serious and violent crime.

Such was the impact of crime on the general population prior to the adoption and institutionalisation of the Outcomes Approach that their quality of life became severely undermined.

This state of affairs informed government's decision to strive for an outcome in which our people are not only safe but in fact feel safe. The achievement of this outcome requires that we change our approach. It means paying particular attention to those types of crime that numerous studies have shown are responsible for inducing feelings of insecurity among our people.

These refer to crimes such as murder, attempted murder, rape, hijackings and aggravated robberies such as house and business robberies, all of which are often accompanied by extreme violence.

The realisation of an outcome in which people are safe and feel safe demands of us to prioritise a few outputs and concentrate on key high-level activities that will be the core drivers of the change we are seeking. Additionally, appropriate and adequate resources, both human and financial, have to be used in the right places to enable the realisation of these core drivers. Consequently, we have identified a few outputs, including:

- reducing the overall levels of serious crime and in particular contact and trio crimes such as murder and attempted murder; rape; robbery with aggravating circumstances; car and truck hijacking; and house, business, cash-in-transit and bank robbery
- an effective Criminal Justice System (CJS)
- combating corruption within the Justice, Crime Prevention and Security (JCPS) Cluster to enhance its effectiveness and its ability to serve as a deterrent against crime
- improving and managing the perceptions of crime among the population
- reducing corruption, and improving investor perception, trust and willingness to plough money into South Africa.

Central to the attainment of the foregoing outputs and their related sub-outputs, government is making good progress in implementing the high-level activities causally linked thereto. These activities include improving the coordination of crime intelligence to enable the rapid detection of cases and preparing dockets that are ready for referral to the courts.

They also include:

- heightening visible policing/patrolling in identified crime hot-spots
- increasing crime-prevention actions
- decreasing the abundance of illegal and legal firearms
- aligning and integrating strategy and approach to apprehend and charge known perpetrators
- decreasing incidents of persons escaping from custody, in particular those who are responsible for committing serious crimes.

Other activities include:

- intensifying the management of bail processes and legislation to ensure that people who have previously been convicted of felonies are not easily released on bail
- improving forensic services and fingerprint management with coordinated and integrated information and communication technology use
- implementing social crime prevention programmes
- operationalising transformed community safety forums.

Since we embarked on the Outcomes Approach, our country has witnessed a sharp downward slope of most of the serious crimes highlighted for specific attention by government. The veracity of this assertion is evidenced by crime statistics for the period 2010/11 recently released by the South African Police Service. When compared to the 2009/10 financial year,

serious crime reported in 2010/11 came down by 5% against an annual reduction rate target of between 1% and 1,8%. Similarly, the incidence of aggravated robbery during the same period was scaled down by an impressive 12%. The CJS has likewise continued to register good progress in raising the rates of detection of contact crimes, including what is commonly referred to as trio crime (business robberies, house robberies and vehicle hijackings). In addition, steady improvement has been made in raising the number of dockets that are ready for referral to court.

Without doubt, a further indicator of progress is the degree to which our CJS is able to ensure that those responsible for committing serious crimes are successfully prosecuted and, where applicable, given appropriate punishment. In this regard, one of the major challenges is ensuring that criminal cases are built through enhancing both the quantity and quality of our investigators and prosecutors. It also requires active and continuous engagement with the judiciary to find solutions.

One of the other challenges in the CJS is the unfortunate incidence of illegal acts committed by the very members of the system who are assigned the task of combating crime. Not infrequently, some of them have been found to be involved in criminal conduct themselves; aiding and abetting criminals and being susceptible to bribes, resulting in the loss of dockets and other evidentiary exhibits. It is for this reason that one of our outputs is focusing on combating illegality and corruption within the JCPS Cluster to enhance its effectiveness and its ability to serve as a deterrent against crime. The JCPS Cluster has moved swiftly to discover these cases and institute criminal and/or disciplinary proceedings. This endeavour has seen many of the unwelcome elements being rooted out of the system.

The more than satisfactory advancement towards ensuring a secure and safe life for our people has been validated by recent studies tracked by the Government Communication and Information System. Among the topics covered in the surveys are the general view on personal safety and visibility of the police in the community, as well as public perception of government performance regarding reducing the level of crime. The May 2011 *Government Performance Barometer* research found that public perception of how government was doing in reducing crime rates has improved – from 31% two years ago to 41%.

In relation to personal safety and visibility of the po-



lice in the community, the studies showed that fewer people had stated that their personal safety had deteriorated compared to just over a year ago – decreasing from 21% to 15%. The 2011 *Futurefact* study also showed a 6% decrease in respondents who indicated that they were afraid of becoming a victim of crime – from 77% in 2008 to 71% in 2011. The *Futurefact* findings corresponded with the 2010 *Grant Thornton* study which showed that, when surveying the impact of crime on South African private businesses, 50% responded that they had been directly affected by crime during the 12 months under review. This represented a 35% drop since 2007 when some 84% of private businesses surveyed replied that they had been affected.

It is becoming very clear that we are indeed contributing significantly to the safety of our people. Good progress is being recorded and our aim of making sure that our people are and feel safe looks achievable and we are determined to make it happen. The experience and evidence garnered since the institutionalisation of the Outcomes Approach have enabled us to critically assess some of the areas in which we still fall short and require remedial action. Despite the foregoing, it is almost certain the day is nearing when it will be possible to state without equivocation that serious crime has abated.


Omm-Gollins Chabane

Minister for Performance, Monitoring, Evaluation and Administration

As the calendar year draws to a close and the possibilities brought by a new year beckon, it is fitting that we reflect on 2011 in totality – the achievements and the challenges.

It is only through pausing and recollecting that we can ask ourselves questions that are vital for our progress: What have we achieved? Which aspects of our mandate are lacking in delivery? What needs to be done? Without this interrogation, it would be pointless to chart the waters of a new year of delivery in 2012.

This issue of *Public Sector Manager* touches on several key issues that describe where we are right now.

We are particularly honoured to feature a personal message from President Jacob Zuma to *Public Sector Manager* readers, highlighting achievements during 2011 and urging us to push on to greater things next year.

In other coverage of the President's report-back on the progress in implementing the commitments made in the 2011 State of the Nation Address, we find some tangible facts and figures about the delivery successes that government has notched up, amid an unstable world economic climate that is also affecting our fortunes.

Internationally, South Africa's profile and influence are growing – a fact that is lost on many South Africans because of the scant publicity given to our country's extensive engagement with the world in a range of sectors.

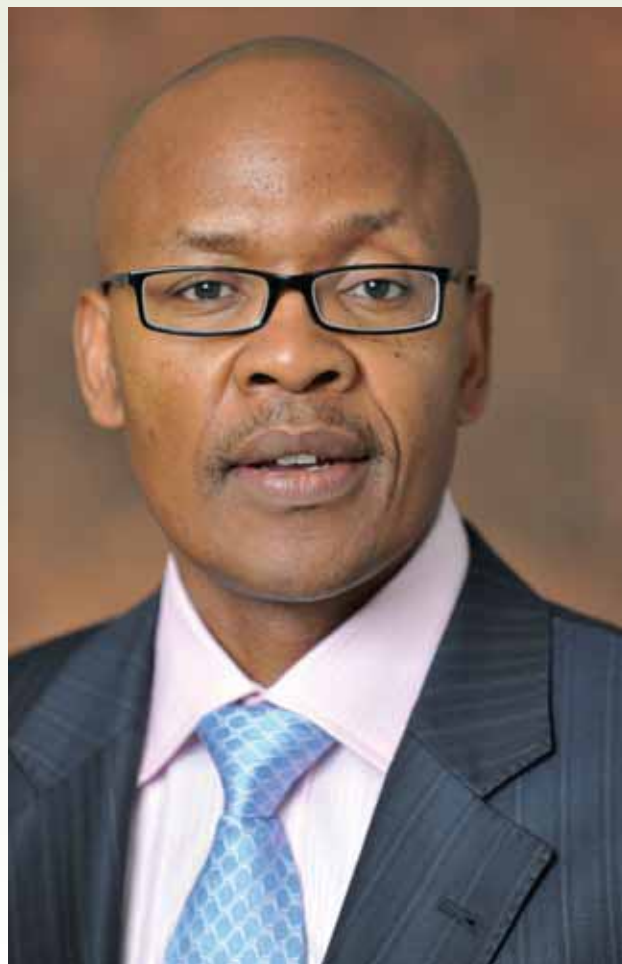
Indeed, as *Public Sector Manager* went to print, Durban and South Africa had just hosted the COP17/CMP7 United Nations Climate Change Conference.

Back down on terra firma, we devote some space this month to assessments by analysts outside government of the progress – or otherwise – being made towards meeting the millennium development goals.

This is an issue that is now intertwined with the broader, recently launched draft *National Development Plan: Vision for 2030* – a discussion document developed by the National Planning Commission under the Minister for Planning in The Presidency, Trevor Manuel, and the 26-member commission stocked with eminent South Africans. In this edition, we look at key features of this vision for the country that is open for public comment over the next few months.

For South Africa to develop as it should, the performance of the Public Service itself is a key determinant.

What we need more of in the Public Service are inspired and inspirational leaders such as those with whom we have touched base in this edition: the Minister of Women, Children and Persons with Disabilities, Lulu Xingwana; Dr Nono Simelela, Advisor to Deputy President Kgalema Motlanthe on HIV/AIDS; as well as Bathusile Masina, once a young girl from Mpumalanga, who now practises as a scientist



in a cutting-edge industry. A real gem indeed.

This edition is also packed with lighter offerings for the season of leisure, from books to bags to festive fashion and cooking.

I particularly enjoyed Lester Fourie's story of fulfilling his dream to climb Mount Kilimanjaro. His story is so much of a metaphor of the courage, tenacity and endurance that it takes to succeed.

I hope that 2012 will be for many more of us a story of summits reached.

Finally, I take this opportunity to thank the *Public Sector Manager* editorial and production team that has made it possible for us to communicate in a new way. Their dedication, resourcefulness and initiative have consistently produced a magazine that we are can all be proud of. 🙏

Jimmy Manyi
GCIS: CEO
Cabinet Spokesperson

**Dear Editor**

I always look forward to reading another edition of the *Public Sector Manager* magazine. It's definitely a mind-shaping publication with a lot to offer. As a young manager, I have learned a whole lot from your magazine and it has made me grow into an even better person. Thank you always for giving us well-researched news and stories that change the way we think and do things. However, I was under the impression that the magazine focuses on public sector managers but I am seeing a lot of profiling of political principals with very little voice from the managers who do most of the work for the principals.

- Nomsa Vilakazi, Johannesburg

Write and win

The winning letter will receive an advanced driving course worth R800, courtesy of BMW SA.

Dear Editor

I would like to take this opportunity to say well done to Nkosazana Zuma and the team for an unqualified audit. I would like to see government providing resources to the Eastern Cape (Department of Education) and Limpopo (Transport and Public Works). It is disturbing to always read about negative stories year after year about Limpopo and the Eastern Cape.

- Mhlangabezi Mxokozeli, Cape Town

Dear Editor

I would like to congratulate you on your excellent magazine. It is quite exciting to see how this publication has grown from strength to strength since its inception not so long ago. I have been lucky to read all your issues and each and every one presents a unique perspective. You have really managed to grab our attention as public sector employees, an area that was previously neglected. I really enjoyed the last issue with Sandile Nongxina. The PSM Forum held at the Sheraton Hotel added another perspective to the *Public Sector Manager*. I can't wait to see the next issue. Well done PSM!

- Hlangiwe Cele, Pretoria



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