



Making our Community Safer for Children

Making our community safer for children

Compiled by

Ranyaka Community Transformation

On behalf of

The Nelson Mandela Children's Fund

June 2019

Final Report

Table of Contents

EXECUTIVE SUMMARY	3
1. BACKGROUND	5
1.1 Document Structure	6
2. PROFILE	8
2.1 Policy Analysis.....	8
2.2 Orlando East Background.....	12
2.3 Demographic Overview Of Orlando East	13
2.4 Methodology	15
2.5 Workshop findings	17
2.6 Key Issues	19
3. INTERVENTIONS.....	25
1.3 Institutional and governance support	26
1.4 Safer Community Spaces	28
4.3 Community Safety Project.....	34
4.4 Partnerships for Safety	35
4. MONITORING	36
5. IMPLEMENTATION	38
5.1. Roadmap.....	38
5.2. Baseline and targets.....	38
5.3. Interventions and costs.....	42
5.4. Execution, monitoring and evaluation	47
Project/ Sub-project Definition.....	47
• Project scope and exclusions	47

• Constraints and assumptions	47
• The user(s) and any other known interested parties	48
• Interfaces	48
6. REFERENCES	49

List of figures

Figure 1: Orlando East Safety Design Plan	4
Figure 2: Document Structure	7
Figure 3: JDA Business Plan Budget 2018/19.....	12
Figure 4: Profile information: Census	14
Figure 5: Ecological Risk Model.....	15
Figure 6: Indicator Graph explained	16
Figure 7: Indicator results.....	18
Figure 8: Ecological Risk Model	19
Figure 9: Work session photos.....	21
Figure 10: Work session material and tools.....	24
Figure 11: A whole school approach (The National School Safety Framework (NSSF)).....	27
Figure 12: Safety strategy and design plan	29
Figure 13: Community Safety Project.....	34
Figure 14: Stakeholder roles and responsibilities	35
Figure 15: Heat map for Orlando East 2018t.....	37
Figure 16: Roadmap	38
Figure 17: Governing structure.....	47

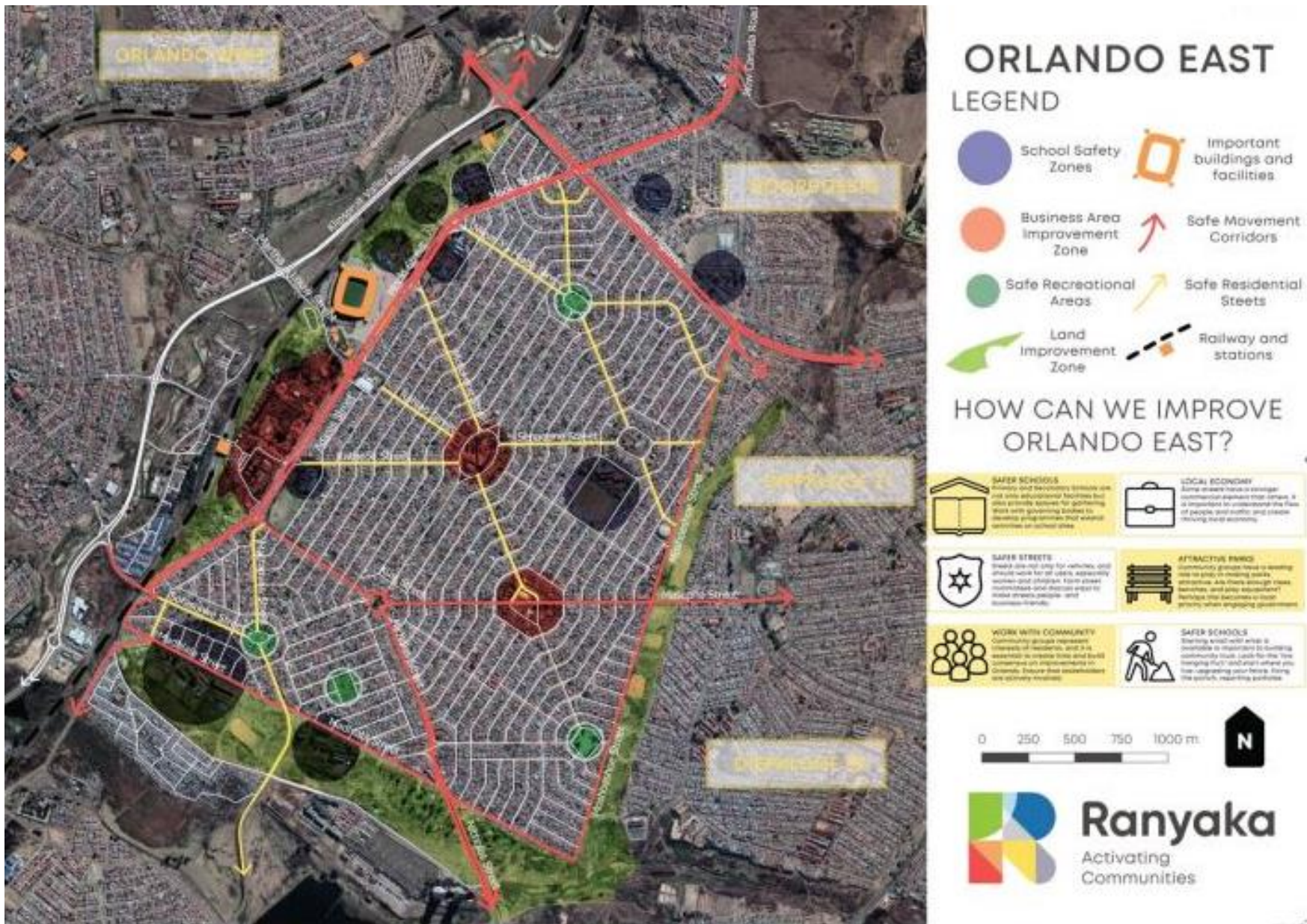
EXECUTIVE SUMMARY



The Orlando East Safer Community for Children proposal is based on key issues that needed addressing and a set of interventions in response to them. It also comprises of a design plan that is presented below.



Figure 1: Orlando East Safety Design Plan



1. BACKGROUND

According to the White Paper on Safety And Security (2016),” *safety and security is not only a fundamental responsibility of the state, as provided in Chapter 11 of the Constitution, but also a fundamental human right in terms of Chapter 2 of the Constitution and ‘a necessary condition for human development, improved quality of life and enhanced productivity. The Bill of Rights affirms the democratic values of human dignity and equality and recognises the right of every person to freedom and security of the person, and the right of every child to be protected from neglect, abuse, degradation and exploitation. Further, the right to safety is also articulated in Section 24 of the Constitution in the right to a safe environment that is not harmful to health or well-being.*”¹

School violence is at a concerning rate in South Africa, with the national School Violence Study of 2008 showing that 15% of young people have experienced violence at school. In 2012, the School Violence Study found 20.2% of secondary school learners have been the victims of threats of violence, assault, sexual assault including rape, and robbery. While classroom safety is a foregone conclusion for parents, classrooms were identified as the most common sites for violence in national studies conducted in both 2008 and 2012. Much of the violence occurring in schools is perpetrated by other learners, who are classmates of the victims or fellow pupils in school. Educators are increasingly reporting of losing control of classes and learners, as they are often not aware of alternatives to corporal

punishment or are not equipped to implement these alternative disciplinary methods².

During September 2018, Ranyaka was appointed by the Nelson Mandela Children’s Fund to:

1. Facilitate a community profile and asset-based development work session.
2. Compile a neighbourhood safety design plan.
3. Deliver a profile report that indicates the health of the community in terms of indicators developed by Ranyaka that address, for example, safety, education, health, neighbourhood economics, safe streets etc.
4. Deliver a neighbourhood and safety-focused implementation and investment plan.

The Orlando East design framework will be focused on safe neighbourhood design elements i.e. safe corridors, safety through design principles, safe streets and public spaces etc.

The document structure is discussed in the next section.

¹ White Paper On Safety And Security, 2016

² The National School Safety Framework (NSSF), Centre for Justice & Crime Prevention, 2015

1.1 Document Structure

This document is divided into four sections. The **first section** profiles the community of Orlando East under the following themes:

- Healthy, educated and active community
- Level of social cohesion
- Clean, safe and attractive environment
- Productive society and economic and job opportunity for all

Each theme is unpacked using information provided during a community assessment workshop held on the 7th of November 2018.

The **second section** of the report also employs lessons gathered from the above-mentioned workshop where participants identified 'good' and 'bad' spaces within their community. This section will analyse the physical environment/space of Orlando East.

Section three of the report recounts key issues and opportunities identified by the community. These were identified using a heat/DNA tool (explained later in sections below) which enabled participants to rank issues that require urgent attention. The issues and opportunities form the basis for the safety plan.

Section four identifies several interventions that speak to key issues prioritised in section three. Even though this is a safety plan, proposed interventions seek to develop a holistic approach toward increasing the level safety within the neighbourhood and take pro-active measures that will discourage future criminal offenses towards potential victims within the area. This section addresses this aspect.

1. SAFETY PROFILE

Population Dynamics

Gender Split
There is an equal distribution between men and women in the community.

Race and Language
Approximately 98% of all people residing in Orlando East are Black African and predominantly speak isiXhosa, isiZulu, Sesuto and Afrikaans.

Age Distribution
Most of the population in Orlando East are between the ages 15-64.

Individual monthly income
Close to 60% of the employed population earn between R800 and R6400 per month.

Educational Level
Majority of the population over the age of 20 have gone through secondary school and obtained their Matric.

Employment Sector
Close to 30% of the employed are not employed by the formal sector.

Employment Status
Approximately 27% of the population between ages 15-64 are unemployed. Close to 30% of the employed are not employed by the formal sector.

Quality of enterprise development	1.40	1.60	1.20	1.60	1.20
Ability to save money	1.67	1.60	2.20	1.60	2.20
Access to mentorship	1.40	1.40	1.40	1.40	1.40
Income levels	1.40	1.40	1.80	2.00	2.40
Access to technology	2.07	1.40	1.60	2.00	2.40
Access to business opportunities	1.43	1.40	1.20	1.20	1.20

2. SAFETY PLAN



Spatial and physical interventions

3. IMPLEMENTATION

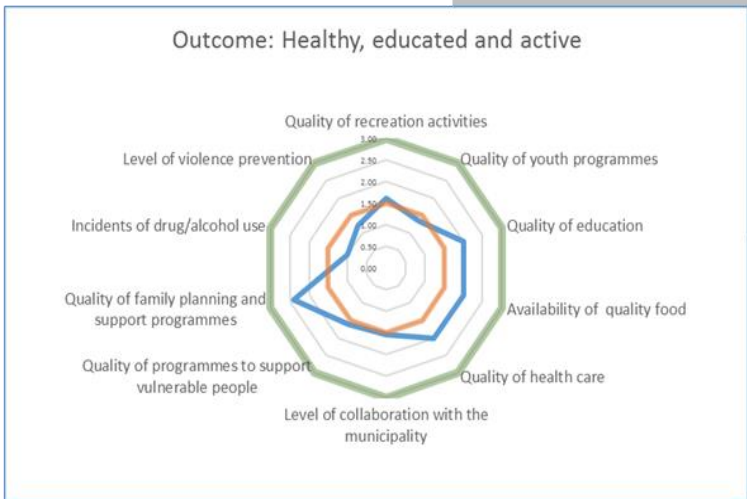
NATURAL SURVEILLANCE

SAFE ROUTES TO SCHOOL
GREATER TOLEDO

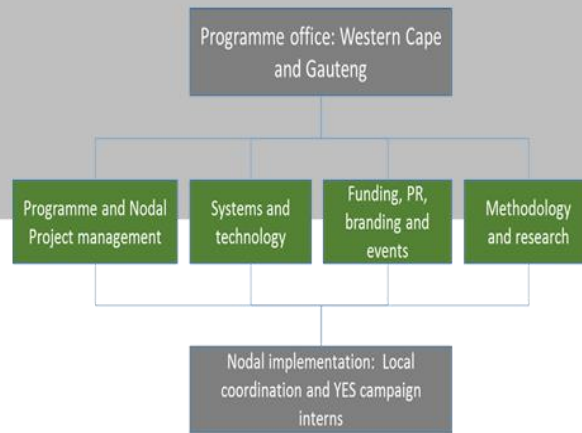
SAFE SCHOLARS
HOW CAN YOU HELP?

Solution 1 - Community Policing Alarm

4. MONITORING



Policy, key issues and heat maps and indicators



Governance and programme interventions



Figure 2: Document Structure

2. PROFILE

This section profiles the community of Orlando East by investigating development policies that affected and are currently affecting the development of the area. The section will discuss the following:

- Background on Orlando East
- Local government policy that speaks to the development of Orlando East
- Population and household dynamics of Orlando East
- Indicator results

2.1 Policy Analysis

The purpose of this sub-section is to understand the development trend promoted by government policy in Orlando East. It is important to understand government's vision and intentions regarding a specific area because this creates a unity of vision ensuring support from government. Obtaining government support is crucial to sustainability and encouraging partnership between the its constituents and established institutions.

In addition to the above, there are already several government programmes put in place to develop Orlando East; to make the area safer and economically viable for citizens. Proposed interventions in this plan need to be aligned with these programmes in order to

maximise available government resources and void wasteful expenditures through duplication of government efforts.

Gauteng Provincial Government Review of 20 Years of Democracy (1994 - 2014)

The Prioritised Townships Programme, also known as 20 PTP, is an inter-governmental programme that was initiated with the aim of rehabilitating old townships that were formed before 1994. The project also aims to improve people's livelihoods by providing infrastructure, schools, clinics, tarred streets, beautifying the townships, sports and recreational facilities, lighting, libraries, taxi ranks, stormwater drains and multipurpose community centres. Some of the townships that are part of this programme are Soshanguve, Atteridgeville, Mamelodi, Sharpeville, Ratanda, Katlehong, **Orlando East**, Daveyton and Zola.

In 2009, about R4.6 billion had been spent on the completion of 387 projects, some of which include maintenance of infrastructure, upgrading of roads, renovation of schools, clinics, the development of transport hubs and the development of 280 000 residential units.

The Review states that three old industrial parks have been prioritized for regeneration namely, **Orlando East**, Ga-Rankuwa and Chamdor.³

Gauteng Province Sports and Recreational Plan 2015-2020

The Gauteng Sports and Recreation Strategic Plan 2015-2020 is guided by the Department of Sports and Recreation. The plan aims to

³ Gauteng Provincial Government Review of 20 Years of Democracy, 2014: 107, 120 - 121

promote wide participation within the wider social system and drive change within underserved communities through various programs. Sports, Art, Culture and Recreation have the capacity to accelerate economic and social transformation. According to the Strategic Plan, the sports sector plays a critical role in promoting preventative health, well-being, while building a new social movement to fight against social crime, and also to support safe, secure and sustainable communities. The plan highlights business or community based sport as a vehicle for social cohesion and promotion of safety. The following programs are noted:

- Siyadlala Hubs (mass participation) which aim to contribute to Social Crime prevention programmes ranging from youth camps (focusing on leadership, social cohesion and nation building in partnership with Sport and Recreation South Africa and other stakeholders). Operation Mabaleng will reach out to as many inactive and deprived townships and underserved settlements through sport activities such as Football, Netball/Hockey, Cricket, Rugby and other sporting codes. The aim is to promote access through investing in physical infrastructure development for sport and recreation which will enhance and promote access to sporting facilities
- The Department will also create sustainable job opportunities in the area of community based sporting events and activities through the Extended Public Works Programme Social Sector Incentive Grant as per allocation by the Department of Public Works.

City of Johannesburg Integrated Development Plan (2012/16)

The Integrated Development Plan states the following projects: -

- Upgrade of the Noordgesig Recreation Centre (Renewal Community Centre) by the Community Development Department
- Refurbishment of the Yetta Nethan Community Centre (Renewal Community Hall) by the Community Development Department
- Refurbishment of Noordgesig swimming pool (Renewal Community Centre) by the Community Development Department
- Upgrade of Sewers: New Sewer Mains Orlando F by Johannesburg Water (City of Johannesburg Integrated Development Plan, 2012/16: 152 - 154)

City of Johannesburg Integrated Development Plan 2013/14 Review (2012/16)

City of Johannesburg Region D is largely made up of suburbs found in Greater Soweto, for example, Diepkloof, Jabulani, Naledi, **Orlando East**, Orlando West, Protea Glen and Slovo Park.

This Integrated Development Plan outlines the following projects: -

- Provision of Nancefield Station Housing and the redevelopment of the Klipspruit Staff Hostel by the Johannesburg Social Housing Company (JOSHCO)
- New Public Lighting (**Orlando Ekhaya** D Regional) by City Power
- **Orlando Ekhaya** Park (Chris Hani Road Interface) New Precinct Redevelopment by the Development Planning Department (City of Johannesburg Integrated Development Plan 2013/14 Review, 2012/16: 169, 188, 226, 242).

City of Johannesburg Integrated Development Plan 2014/15 Review (2012/16)

The Integrated Development Plan mentions the following development projects: -

- **Orlando Ekhaya** Staff Hostel Redevelopment New Building Alterations (**Orlando East** D Ward)
- Construction of a new Multi-purpose Community Centre at **Orlando Ekhaya** by the Community Development Department
- Redevelopment and conversion of Council Stahh Hostel into rental family units (City of Johannesburg Integrated Development Plan 2014/15 Review, 2012/16: 230, 284)

City of Johannesburg Medium Term Budget (2017/18 - 2018/19)

One of the development projects mentioned in the medium-term budget is the **Orlando East** Station Precinct New Precinct Redevelopment (Orlando East D Ward). The total estimated cost that has been budgeted for the project for the 2019/20 period is R1 000 000. The division responsible for this project is the Johannesburg Development Agency (JDA) (City of Johannesburg Medium Term Budget, 2017/18 - 2018/19: 195).

Technical Report: Submission for the Division of Revenue (2018/19)

The role of the Financial and Fiscal Commission is to provide advice to the Parliament and other organs of the state on how national government's funds should be fairly and equitably distributed among the three spheres of government so that the various spheres can be able to fulfil their constitutional and legal responsibilities. In this

submission, the Commission has advised that some national government funds be channelled towards the **Orlando East** suburb which is found in Soweto (Financial and Fiscal Commission, 2018/19: 14, 237).

Developing a Response to Backyarding for SALGA: Final Report (2013)

In the past years, some interventions have been applied in an attempt to upgrade the urban environment of **Orlando East**. These interventions have been guided by the Five-Year Soweto Economic Development Plan (2008 - 2013) and the Orlando East Development Framework. Most of these interventions have been done by the Johannesburg Development Agency.

Some of the actions that have been taken include the upgrade and tarring of roads, development and maintenance of public walkways and public recreational areas, street furniture, upgrade of engineering services, developing linkages to surrounding areas and intervening in the urban economy. **Orlando East** has had an increase in residential density. It can have up to 17 backyard shacks on a single property. This highlights the need for more public investments to be channelled towards the provision of formal housing, municipal services and the provision of amenities such as transport, social, educational and recreational facilities.

The following projects are mentioned in the report: -

- **Orlando East** Urban Improvement: The state has provided some funds to improve and make Orlando East more liveable.
- Thubelitsha Homes Project: The aim of this project is to upgrade backyard dwellings within **Orlando East** (Rubin and Gardner, 2013: 18 – 21, 35).

City of Johannesburg Built Environment Performance Plan (2017/18)

The development projects mentioned in the City of Johannesburg's Built Environment Performance Plan are as follows: -

- Complete Streets - **Orlando East** to UJ Soweto Route: The division that is responsible for the project is the Transportation Department. The estimated cost for the project included in the 2019/20 budget is R5 000 000.
- **Orlando Ekhaya** Waterfront: The division responsible for this project is the Johannesburg Property Company (JPC). The estimated cost for the project included in the 2017/18 budget is R3 000 000 (City of Johannesburg Built Environment Performance Plan, 2017/18: 94 - 95).

City of Johannesburg Five Year Soweto Economic Development Plan (2008 - 2013)

With regards to manufacturing, the Economic Development Plan encourages the support of declining industries such as clothing and textiles, the restructuring of old industrial areas and high value beneficiation in order to encourage competitiveness. In order to achieve this, support programmes must be provided at industrial parks such as Orlando West, **Orlando East**, Nancefield, Protea Industrial Parks, Emndeni, Dlamini and Jabulani.

These programmes must focus more on welding, light engineering, panel beating and woodwork at enterprise development level. Through the Johannesburg Property Company, other interventions can include improvements in engagement with tenants, organising associations,

better management of facilities, renovation of dilapidated buildings and other alterations in order to meet current needs.

The Economic Development Plan further explains that the **Orlando Ekhaya** Development will turn Orlando East into a place that attracts investment, business and tourism. The 300Ha development will have approximately 1200 mixed income homes, 30 000m² retail space, 60Ha open space and the upgrade of the University of Johannesburg student campus. The development has received funding from the private sector and the National Treasury's Neighbourhood Development Partnership Grant.

The value of property in Soweto varies significantly. A two bedroomed house in Orlando East costs about R35 000 whilst a two bedroomed house in Diepkloof Extension 10 can cost up to R1 million or more (City of Johannesburg Five Year Soweto Economic Development Plan, 2008 - 2013: 42 - 43, 45, 88). There is a need to increase the property value in Orlando East.

Action Research Case Studies of Participation in Orlando East/Noordgesig CDC and Vosloorus Extension. 28 Food Gardening Projects

Orlando East has a rich history because it played a significant role in the national liberation struggle. The area still has room for further development, however, there are also some developments currently taking place. The organisations or departments that are spearheading the developments are the City of Johannesburg Infrastructure Department (CJID), City of Johannesburg Housing Department (CJHD) and the Gauteng Department of Housing (GDH). Some of these developments include the upgrade of the Orlando Stadium which

was completed in preparation of the 2010 Soccer World Cup as well as the 20 Priority Townships Programme (20PTP) that aims to eradicate backyard shacks through the development of habitable backyard rooms, footpaths and the Orlando Ekhaya Development. Further developments in the future can be in the form of building institutional capacities such as financial, strategic planning, conflict management and other organisational management skills (Greenberg and Mathoho, 2010: 21, 38).

Johannesburg Development Agency Business Plan (2018 - 19)

The table below shows the amount allocated in the years 2018 - 2021 for projects which the JDA is responsible for.

Figure 3: JDA Business Plan Budget 2018/19

Project	2018/2019	2019/2020	2020/2021
Orlando East Station Precinct New Precinct Redevelopment	_	R1 000 000	R15 000 000
Complete Streets: Orlando East to UJ Soweto Route	R4 000 000	R5 000 000	R10 000 000

(Source: Johannesburg Development Agency Business Plan, 2018: 46, 49)

The JDA and its Role in Precinct Development (2017)

Several areas have been selected as key development areas. One of which is the Soweto Corridor that forms part of the Corridors of

Freedom. The part of the Soweto Corridor earmarked for development is **Orlando East** (Dinath, 2017: 32).

2.2 Orlando East Background

Orlando is a township in the urban area of Soweto, in the city of Johannesburg (South Africa) it has a population of up to 68210 people residing in the area. The township was founded in 1931 and named after Edwin Orlando Leake and is one of the oldest towns. Although Soweto was started in analogous Black Township separated from other racial groups. It has become a place of diversity and contrast.

Security is a harbouring issue in Orlando East. Most large and extended family households depend on low and unreliable sources of income, and unemployment is high amongst the youth. According to CrimeStatsSa (2017-2018), burglary, community reported crimes and drug related crimes are amongst the highest cases Orlando East.

- The number of community reported serious crimes 2018:4297
- The number of drug related crime 2018: 1018The number of burglary at residential premises 2018: 526

Sexual crimes in Orlando East between the years 2017 and 2018 accounted for 244 reported cases.⁴

2.3 Demographic Overview Of Orlando East

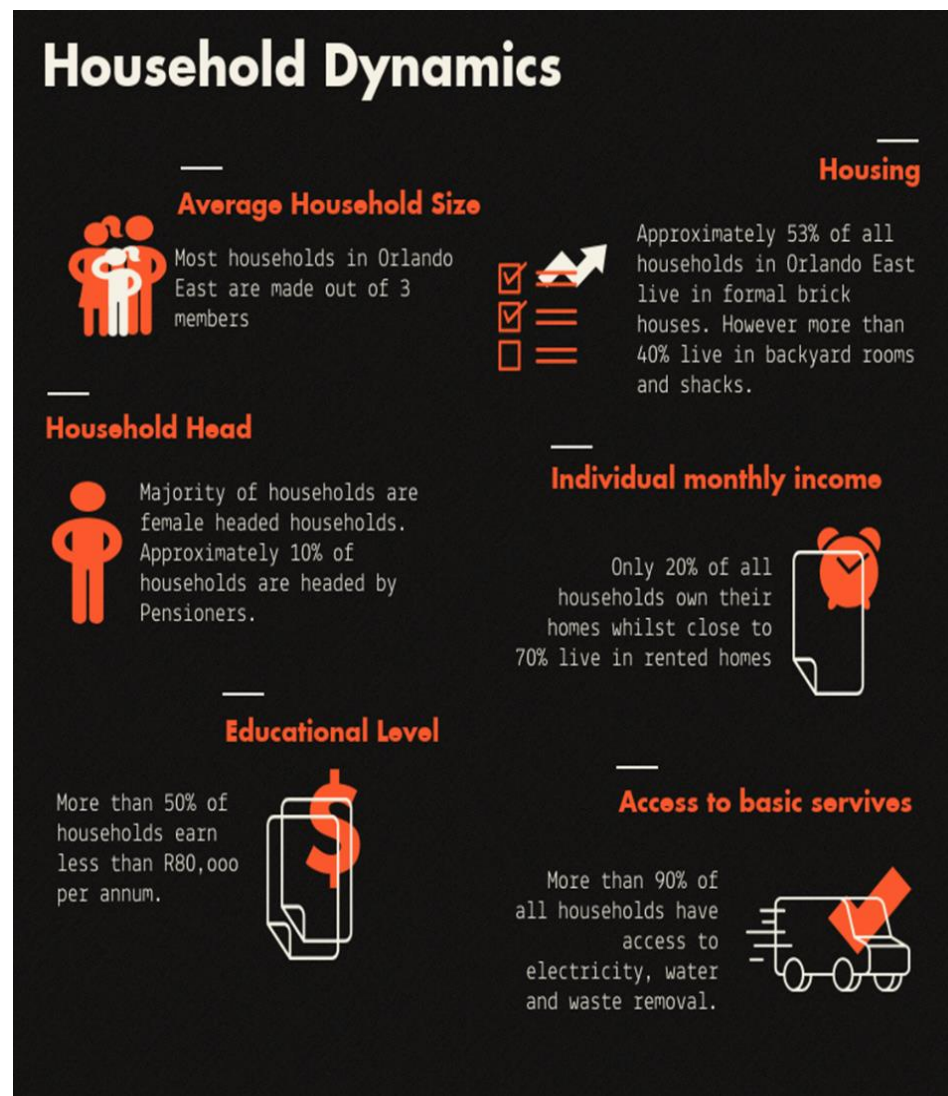
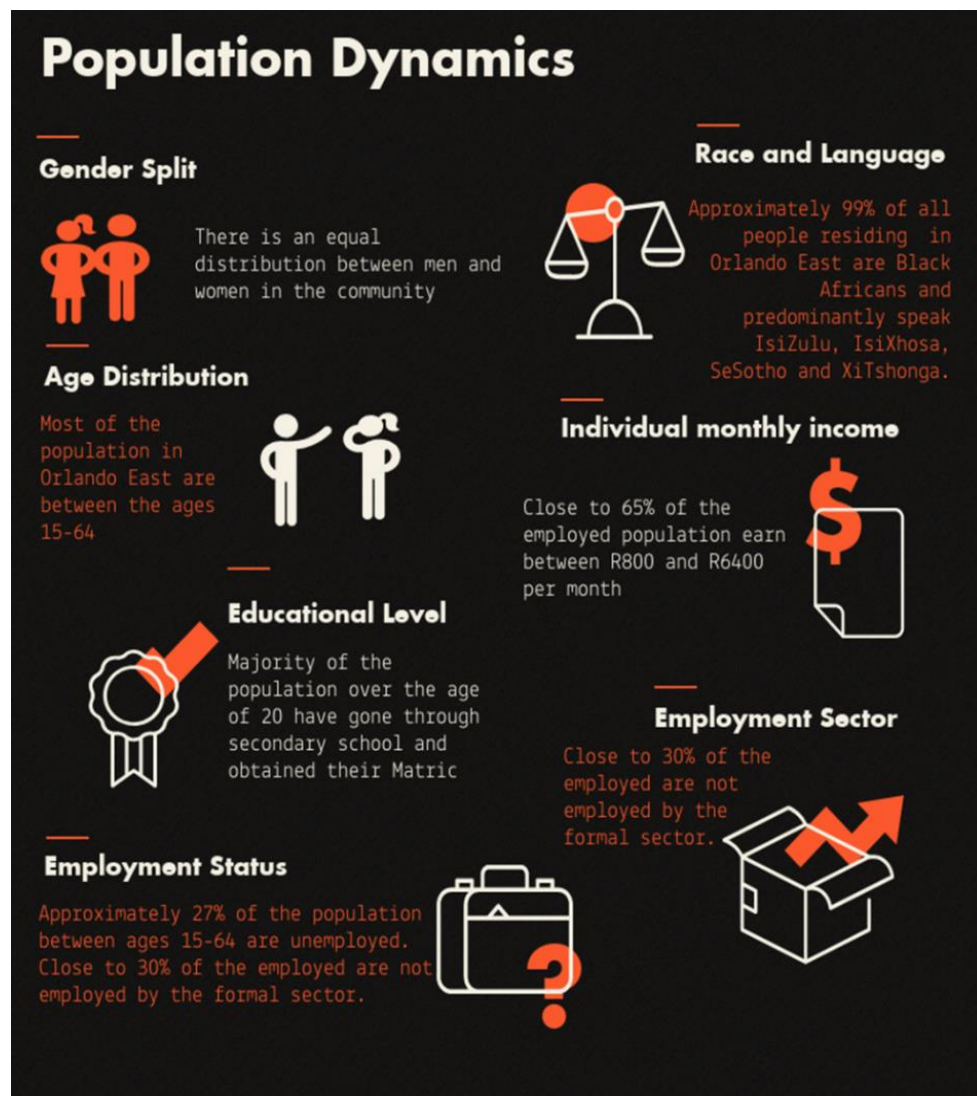
Below is a demographic profile of Orlando East. Both population and household dynamics that exist within the area are profiled using Census 2011 data from StatsSA.

According to the demographic profile provided below Orlando East can be defined as a typical South African township, as it faces high levels of youth unemployment and consists of many socially and economically vulnerable households.

Vulnerable persons in communities such as Orlando East are typically young children and the elderly. Their level of vulnerability is often increased by the level of support received from their household structures. It is therefore important to also understand the status of household structures in the area. Households tend to be more vulnerable when headed by women, the elderly, children and the unemployed. Most families in Orlando East can be classified as vulnerable due to having some of the attributes mentioned above.

⁴ Data link: <http://www.crimestatssa.com/precinct.php?id=274>

Figure 4: Profile information: Census



Source: Ranyaka Community Transformation using Census 2011 data

2.4 Methodology

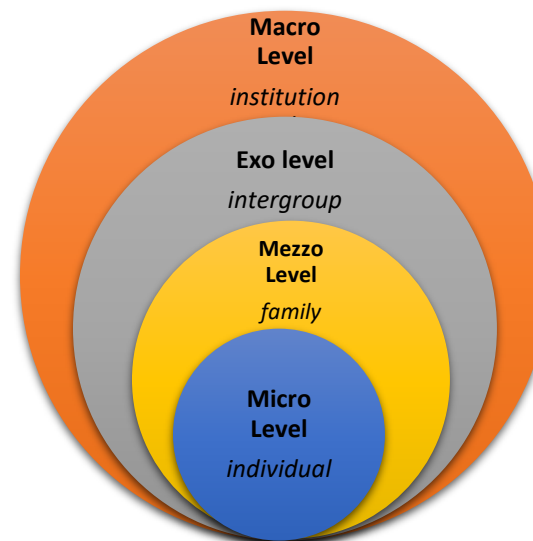
Ranyaka uses a set of 40 community “well-being indicators” that address four development quadrants or outcomes, namely:

- **People development:** Health, education, sport and recreation, safety and security, looking after the vulnerable;
- **Economic Development:** Business retention, new business development, skills development, mentorship, access to finance, enterprise development;
- **Physical and spatial development:** Infrastructure, movement, place making, safe streets, land development, urban agriculture; and
- **Social cohesion:** Community events, facilitation of collaboration amongst churches, schools, parents etc.

The community well-being indicators are inclusive and holistic making it easier to integrate interdepartmental partnerships and multidisciplinary teams. Social complexities such as crime violence need to be understood and analysed thoroughly exploring possible roots and precipitating factors. For this reason indicators are based on the four-level Ecological Risk Model⁵ that provides a framework within which violence and its multifaceted nature can be dissected and addressed. According to Bronfenbrenner, children develop within a complex system of relationships affected by multiple levels of factors in the environment. These four interwoven ecosystems include micro,

mezzo, exo and macro ecosystems. The theory is depicted in the systems circle below.

Figure 5: Ecological Risk Model



The inner most level [Micro level] looks at individual perceptions, attitudes and motivation. Second in the ecosystem circle is the mezzo level which looks at the immediate environment which consists of family structure, care giving and social or their support systems interacting. The third layer on the ecological model is exosystem which looks at indirect factors that have an impact on child safety. Last is the microsystem which looks at broader societal structures such as policy, infrastructural or development plans and societal structures

⁵ National School and Safety Framework, 2016

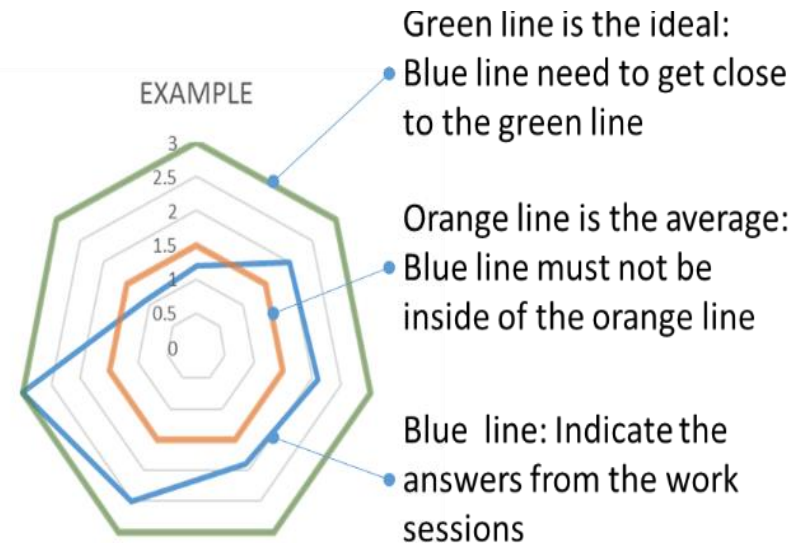
underpinning various systemic support structures which interplay in a community.

The ecological risk model notes that children develop in a complex system of relationship underpinned by multiple environmental, spatial, social and physical factors. There is recognition of various systems which interplay between various individual, relational, community and Societal factors. Therefore, it is worthwhile to look at areas of synergy in order to develop meaningful and sustainable interventions

The combination of risk and protective factors is influenced by the external environment and impacts on how any individual adapts to their environment. Prevention strategies that use the four-level ecological model as a framework ensure that multiple factors are addressed that place people at risk of either becoming victims or perpetrator of violence.

Figure 6 illustrates the how the indicator graph should be interpreted.

Figure 6: Indicator Graph explained



2.5 Workshop findings

Further diagnosis of the community was done through a community workshop/work session held on the 7th of November 2018. The workshop was attended by more than 35 participants from the following entities;

1. South African Police Services
2. Local schools and crèches
3. Clinics
4. Community Policing Forum
5. Gauteng Department of Education
6. Non Profit Organisations such as:
 - a. Orlando Children's Home
 - b. Orlando Baptist Care Centre
 - c. Orlando Unity Youth League
7. Concerned community members

During the workshop two exercises were conducted with participants divided into 5 groups. The purpose of each exercise was to paint a picture of Orlando East spatially and socio-economically.

The first exercise outlined all 40 Ranyaka's indicators on an A0 sheet, which guided participants into identifying existing services and infrastructure within their community. In addition to this the exercise led participants into ranking each service, in terms of accessibility and their level of satisfaction towards the service. The results of this exercise are shown in the figure below.

The second exercise involved mapping out services and infrastructure discussed in the previous exercise and identifying good/bad spaces

that need further development or interventions. The findings of this exercise are communicated in the next section.

It is important to note that the two exercises collected perceptions of participants during the workshop. With that being said communicated workshop results merely reflect how participants perceive their community.

The figure below is the results of the first exercise namely; Ranyaka 40 Indicators. According to the indicators the following diagnosis was done on Orlando East.

Social Cohesion within the community: Orlando East seems to be performing well in terms of social cohesion; however most participants felt that the quality of family relationships within the community is very poor and thus scoring it below average.

Healthy, educated and active community: Orlando East seems to be experiencing a number of drug and alcohol related incidences. During other discussions in the workshop this was connected to the 'Nyaope' drug as well other drug induced violent crimes.

Productivity within the community: According to results shown below Orlando seems to be having very limited access to economic opportunities that enable its residents to thrive economically. Local businesses seem to be the ones struggling the most. According to participants residents in general do not have access to sufficient job opportunities.

Safe, clean and attractive community: Orlando East seems to have access to basic infrastructure such as housing and water. Most participants were very happy about access to public transport and clean water.

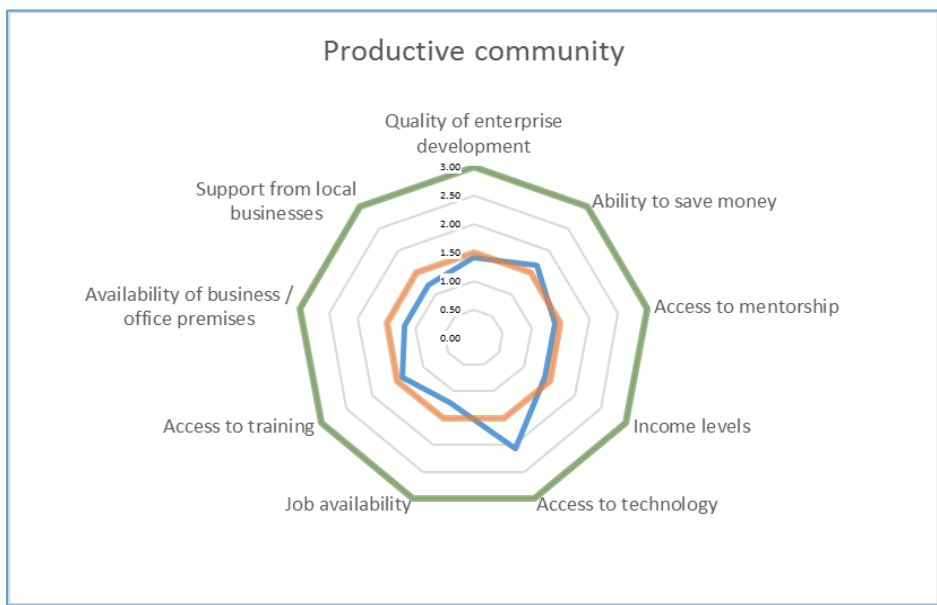
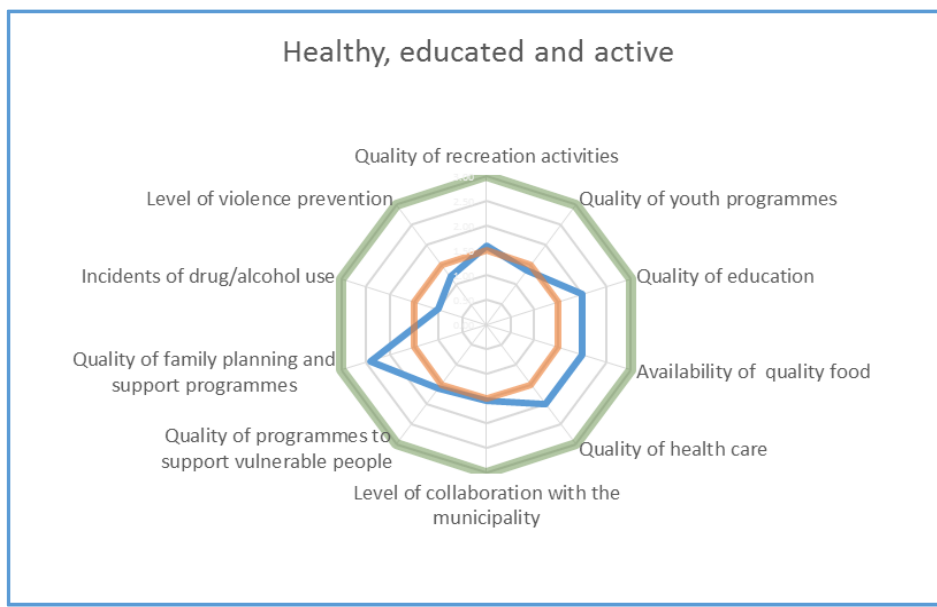
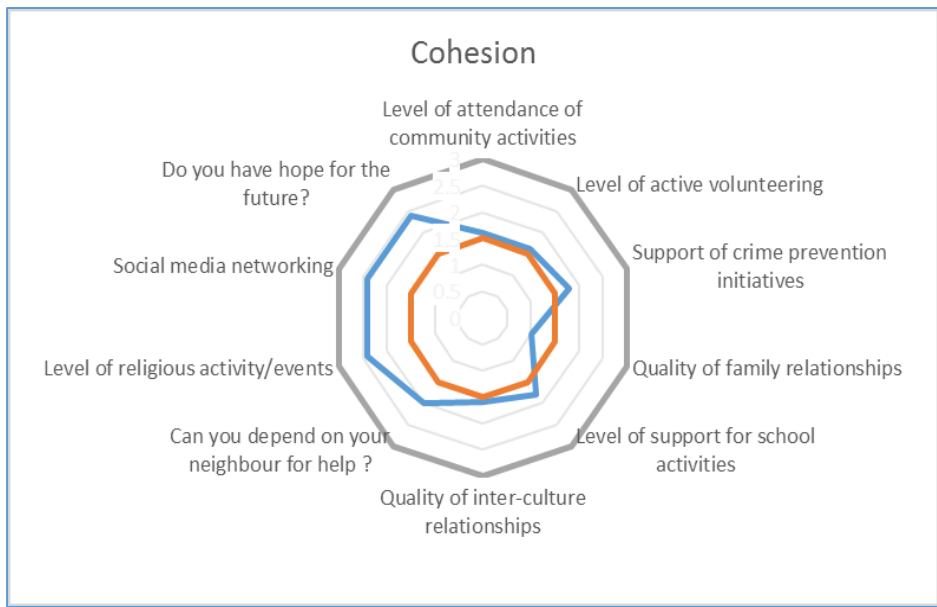


Figure 7: Indicator results

2.6 Key Issues

The purpose of this section is to discuss key issues that came out of the workshop held with community members. Taking a closer look at the diagnosis provided above, the following section will discuss what was perceived as 10 key issues that need urgent interventions in Orlando East. Ranyaka uses a smart and qualitative indicator sheet that enables issues to be ranked according to the scores provided by the community during workshops. This method uses indicator results as communicated above to refine results and highlight those issues that scored extremely low during assessment.

Each key issue is then plotted within the Ecological Risk Model mentioned in the previous chapters and again below, in order to understand the connection between issues and identify types of suitable interventions for such issues. In some cases a single intervention can address several issues all at once; however it is important to understand at what level this intervention needs to be introduced in order for it to address both issues effectively.

Key development and safety issues in Orlando East based on community response

1. Incidents of drug and alcohol use
2. Violence prevention
3. Quality of youth programmes
4. Quality of education
5. Quality of programmes to support vulnerable people
6. Quality of family relationships
7. Quality of community facilities and attractive public spaces
8. Lack of jobs

9. Lack of business premises
10. Lack of support for local businesses

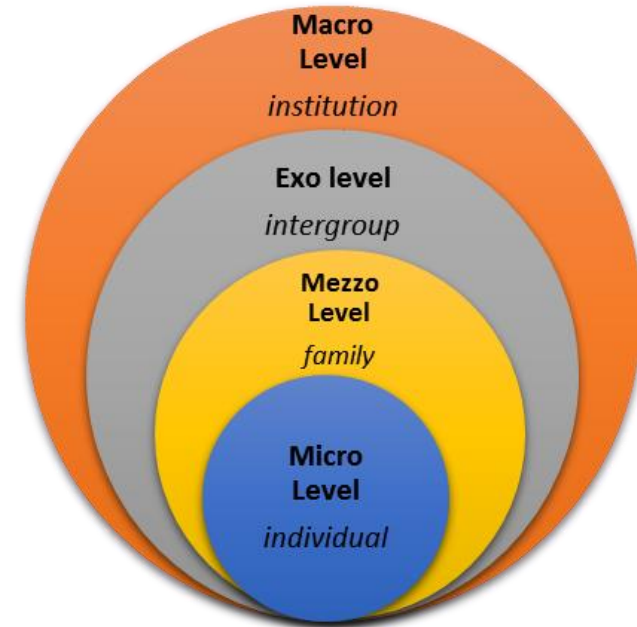


Figure 8: Ecological Risk Model

10 KEY ISSUES

1



Incidents of drug and alcohol use

2



Violence prevention

7



Community facilities and public spaces

8



Lack of jobs

3



Quality of youth programmes

4



Quality of education

9



Support for local businesses

10



Availability of Business premises

5



Programmes to support vulnerable people

6



FAMILY RELATIONSHIPS

Incidents of drug and alcohol use

The community assessment workshop held on the 7th of November 2018 was open to the wider community of Orlando East. Two members of the community currently addicted to the drug 'nyaope' also attended the workshop with the aim of seeking help and assisting in identifying areas that promote freedom from dependence of the drug.

Participants were all in agreement that the 'nyaope' drug and alcohol abuse are a serious problem in the community. They indicated that there are a number of public spaces and parks within the community that need to be maintained in order to discourage drug users from lingering around those areas and performing criminal acts.

These issue require interventions that will impact the community of Orlando East on a Micro Level thus interventions such as individual mental health and wellness, introducing positive hobbies and promoting self-efficacy will be most suitable in addressing this problem. Child safety is promoted when adults are mentally healthy and productive.

Violence prevention

Community members recognised the work that the current Community Policing Forum is doing but also indicated that more work needs to be done to prevent violent actions in the community especially against women and children.

During the workshop, a large amount of the problems needing to be addressed could be linked to rime. Therefore similar to the previous issue interventions addressing violence should be on a micro level. Interventions should seek to assist both the victim and the perpetrator by promoting self-esteem and self-worth; encourage self-regulation



Figure 9: Work session photos

and discipline, and train individuals in interpersonal skills. Child protection is increased when guardians are empowered and motivated to ensure that children are safe and treated with care.

Quality of Youth Programmes

Current youth programmes in Orlando East are not sustainable and do not provide tangible results in terms of job creation and business support. There is a need to develop educational programmes that can be interpreted into a number of jobs and businesses for young people. This will ensure that less young people roam the streets and get enticed into engaging in unlawful activities.

This issue demands for interventions on an external level due to its lateral impact on child safety. The types of interventions suitable for this issue are; developing a learning culture in young people, promoting positive social clubs, providing support to existing youth NGOs and encouraging volunteering work amongst the youth. Young people are pivotal to ensuring that their younger siblings are protected and treated with fairness within the community.

Quality of education

The concern around the quality of education in Orlando East is not necessarily centred on schools; school teachers and headmasters present at the workshop were fairly satisfied by the quality of education that children in schools receive. However, they indicated that there is a need to educate the larger community in other areas of life to prevent crime and violent actions towards women and children. Key interventions need to center around drugs, psychological and spiritual wellness, HIV/AIDS and financial literacy. These types of interventions can be introduced on a macro level and be brought down to an exo level through community social clubs. The aim is to ensure that there are

fewer adults living under stress in the community which leads to less violence towards children as a result.

Programmes to support vulnerable people

Participants indicated that there are a number of centres within the community working with the elderly, the disabled and children. They appreciate the work done through these centres but feel that there should be a programme that ensures that these centres are well capacitated and enabled to serve more people in the community. Participants added by saying that most people in need of the centres are small children that live with families residing in backyard shelters because these families do not have enough space for their children to play and sleep.

In order to achieve the above interventions, they must be introduced on an exo level, in order to engage with existing centres by promoting social entrepreneurship. This will ensure that such centres develop income generating activities. Most centres are unable to assist where they need to due to their sole dependence on limited funding and grants from other entities. The purpose of such an intervention is to ensure that existing centres are well capacitated and have enough funds to assist families with vulnerable children.

Quality of family relationships

Connected to the issue above is the quality of family relationships in Orlando East. Residents believe that the staggering number of rape cases in the community is fuelled by dysfunctional families and parent's negligence. Residents also believed that family should not only be seen as a group of people that live together but neighbours should also be seen as family, especially in cases where children are

being abused. They believe that neighbours should feel responsible for the safety of all children in the neighbourhood.

Interventions required to address this issue should be established on Mezzo level in order to provide enough attention to the family structure. The types of interventions that can be introduced at this level are workshops that assist families to understand family identity and restore the dignity of a family. A healthy family can be a safe haven for all children.

Quality community facilities and attractive public spaces

Residents believe that Orlando East is one of the few well-lit townships in South Africa; however there are a number of open spaces that serve as crime hot spots throughout the day and night. These are usually open spaces close to schools. These areas are often used for purchasing drugs and meetings for unemployed youth.

The community identifies most open spaces close to schools as spaces that require urgent attention for safety purpose. A few days after the community assessment workshop a cleaning day was arranged where community members went out to clean some of the spaces that were labelled as dangerous.

This issue is currently being addressed on an exo level through existing community groups and schools. This type of intervention promotes active citizenry, stewardship and increases responsibility/accountability amongst residents and local leaders. These types of interventions should be supported further through funding and developing formal structures that will facilitate community cleaning activities.

Lack Job opportunities

It is important to create places where people are able to live, grow, work and play. Safe places for children are also dependent on the number of people that roam the streets during the day who are without jobs.

When neighbourhoods provide economic opportunities to individuals, they are kept busy enough not to engage in malicious activities. The purpose is not to chase people out of the neighbourhood during the day but to keep them economically active within the same space in which they live

A lack of jobs also becomes detrimental to the health and safety of children when parents fail to provide quality education, access to extra mural activities and a healthy diet. Interventions on a macro level are necessary to address this issue with programmes that will;

- Increase employment opportunities
- Promote entrepreneurship
- Encourage residents to participate in the local economy
- Create job centres
- Promote volunteerism

Lack of business premises

Participants indicated that Orlando East has a number of potential spaces that could be earmarked for commercial use. However these need to be well planned and maintained because they do not provide all necessary facilities for small businesses. It is believed that the development of such spaces may afford parents with additional time with their children and keep them safe as they will be working closer to

home and have quick access to their children during and after school hours.

Typical interventions to be introduced on a macro level to address this issue are;

- Reviving less populated areas
- Using available resources
- Mass Business hub
- Earmark spaces for pop up stores and markets

Lack of support for local businesses

Similar to the previous issues, the lack of local business support forces business owners to seek assistance externally. Available support may require that they operate their businesses outside the community and thus leaving the neighbourhood with less productive economic activity.



Figure 10: Work session material and tools

3. INTERVENTIONS

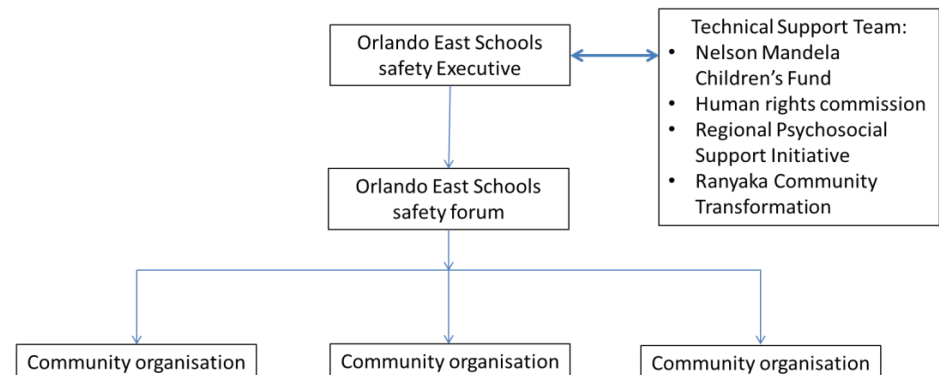
This section addresses key safety issues outlined in the previous section. The section takes a holistic and integrated approach towards addressing pressing safety issues in Orlando. With that being said, proposed interventions do not only focus on transforming space for safety but also looks at the small changes that can be done with the rest of the community to promote safety, discourage criminal behaviour and develop a sense of community in Orlando East.

The interventions framework includes:

1. Institutional and governance support to appropriate community structures involved with safety initiatives;
2. Physical improvements and management of high-risk spaces including, parks, streets, business areas and schools;
3. Implementing a community safety and security plan; and
4. Establish partnerships and a network that can respond to crime, violence and safety risks.

The document's proposals are also based on the four-level Ecological Risk Model⁶ that provides a framework within which violence and its complex relationships can be understood and addressed. Its value lies in the fact that the theory recognises that there is interplay between various individual, relational, community and societal factors.

The combination of risk and protective factors is influenced by the external environment and impacts on how any individual adapts to their environment. Prevention strategies that use the four-level ecological model as a framework ensure that multiple factors are addressed that



⁶ National School and Safety Framework, 2016

place people at risk of either becoming a victim or perpetrator of violence.



3.1 Institutional and governance support

Institutional and governance support as well as community network development is critical for the successful delivery of the plan and interventions.

The only way to achieve continuous change that keeps producing a return on an investment for years after the initial investment is made, is by mobilising and equipping that group of people who have the most to lose by remaining apathetic – and the most to gain by taking action. It is therefore a key principle: the mobilisation of local businesses, stakeholders and community members.

As a result, the team should invest time and energy into building close relationships with key role-players. This is a time-consuming, one-on-one approach and requires true concern also for *their* well-being and a genuine interest in their lives. The fruit, however, is evident and these interactions add depth and a true sense of connection between the ‘backroom’ for the implementation of the proposed safer Community strategy for the area – and the people whose lives they seek to transform.

A key element to any community transformation plan is that of relationship-building: encouraging social cohesion, improving communication, promoting collaboration and forming productive networks.

Communities work better when they work together. To this end, the proposed strategy includes:

- **Encouraging engagement:** Community workshops, meetings and extensive networking.
- **Events that unify:** Events that encourage community-wide engagement serve to kickstart collaboration.
- **Networks and forums:** A number of active forums and networks should be developed around the proposed strategies and interventions.

Specific steps to be taken include:

1. Establish a community awareness and engagement campaign;
2. Strengthen and support the existing Orlando East safety structure and broaden the scope if necessary;
3. Establish a structure that can drive and manage the proposed Community Safety Plan; and
4. Strengthen the support for school safety interventions.

One example of a good practice network building for school safety is the National School Safety Framework⁷. The framework indicates that a whole-school approach to safety involves using multiple strategies that have a unifying purpose and reflect a common set of values.

This requires the continuous support and dedication of school administrators, principals, educators, support staff, learners, caregivers, and school structures such as provincial-based safety teams and district-based safety teams, as well as a range of other community actors. It requires that all the components of the system work together to create a

safe and

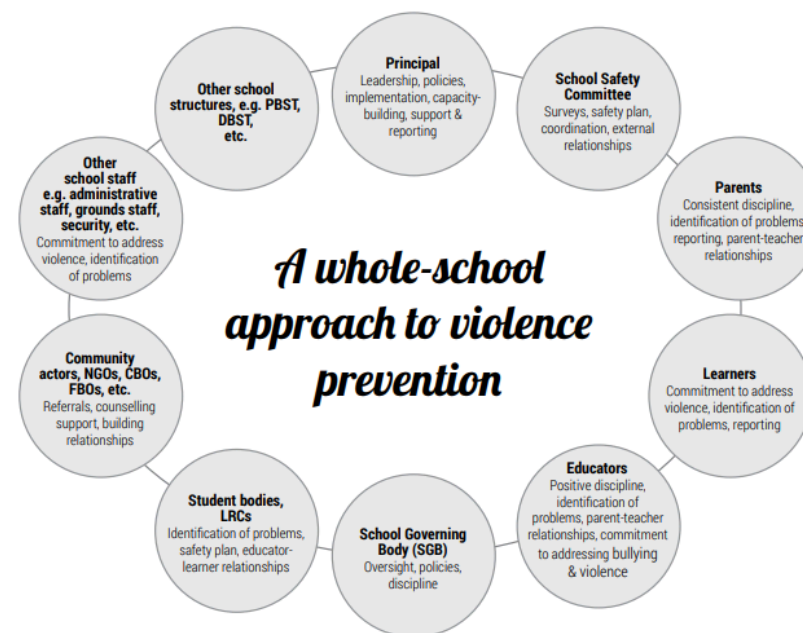


Figure 11: A whole school approach (The National School Safety Framework (NSSF))

supportive school climate where people feel they belong and where violence of any kind is not tolerated.

⁷ Centre for Justice and Crime Prevention: National School safety Framework

3.2 Safer Community Spaces

Urban design is the practice of shaping the built environment, including buildings, streets, public spaces and neighbourhoods, to improve the liveability of cities and towns. When a place is designed well, it provides social, cultural, economic and environmental benefits. Urban design is important for crime prevention because poorly designed and managed built environments can create opportunities for crime and make people feel unsafe⁸.

Design principles which help make public environments safer include⁹:

- Visibility and natural surveillance – places where activities can be easily seen deter potential offenders;
- Access, movement and sightlines – crime is less likely to occur in places where there are clear, well defined routes and people can easily enter and leave;
- Activity – maximising the use of public places by a mix of people encourages social interaction, increases visibility and surveillance by passers-by and reduces the risk of crime;
- Ownership – places that generate a sense of ownership among users discourage crime; and
- Maintenance – public places (including streets) that are well managed and maintained generally feel safer and encourage people to use them. This in turn encourages activity and natural surveillance.

⁸ <https://www.crimeprevention.vic.gov.au/resources/urban-design-and-crime>



Changing the built environment can be hard and costly, so good urban design at the outset is important for community safety. Where there are existing problems with crime, applying good urban design principles to a particular location is one way in which a crime problem can be addressed.

The section focuses on the following safety zones for Orlando East;

1. Schools Safety zones
2. Safer movement, corridors and streets
3. Safer parks and land spaces
4. Safer business spaces

⁹ <https://www.crimeprevention.vic.gov.au/resources/urban-design-and-crime>

Figure 12: Safety strategy and design plan



ORLANDO EAST LEGEND

-  School Safety Zones
-  Important buildings and facilities
-  Business Area Improvement Zone
-  Safe Movement Corridors
-  Safe Recreational Areas
-  Safe Residential Streets
-  Land Improvement Zone
-  Railway and stations

HOW CAN WE IMPROVE ORLANDO EAST?

 <p>SAFER SCHOOLS Primary and secondary schools are not only educational facilities but also provide spaces for recreation. Work with governing bodies to develop programmes that extend activities on school days.</p>	 <p>LOCAL ECONOMY Some areas have a stronger commercial element than others. It is important to understand the flow of people and traffic, and invest through local economy.</p>
 <p>SAFER STREETS Streets are not only for vehicles, and should work for all users, especially women and children. Park street furniture and signage work to make streets people- and business-friendly.</p>	 <p>ATTRACTIVE PARKS Community groups have a leading role to play in making parks attractive. Ask them enough trees, benches, and play equipment? Perhaps this becomes a top priority when engaging government.</p>
 <p>WORK WITH COMMUNITY Community groups represent interests of residents, and it is essential to create safe and build momentum for implementation of projects. Ensure the community are actively involved.</p>	 <p>SAFER SCHOOLS Working with schools which is essential to maintain or building community trust. Look for the 'top hanging fruit' and work where you have supporting your efforts. Engage the parents regarding priorities.</p>





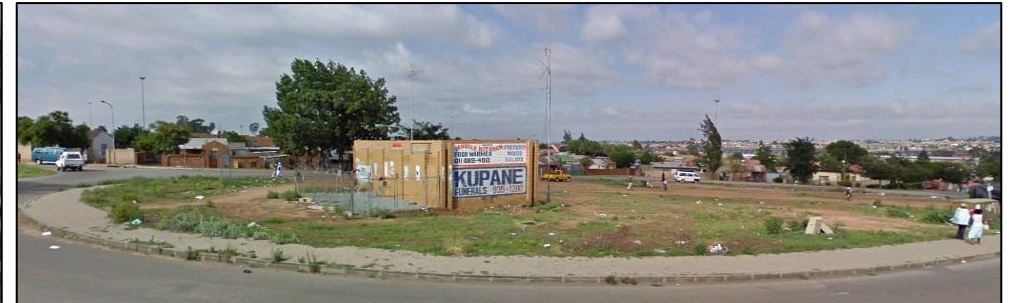
Schools Safety Zones

Schools Safety Zones comprise of school's property and surrounding spaces around the schools. These spaces are high priority because this is where children spend most of their time during the day.

Proposed interventions for these zones are as follows;

1. Proper fencing and security for schools
2. Keep open spaces in and around schools clear from tall grass and rubbish
3. Provide community watch devices to property owners near schools
4. Increase police and CPF visibility around schools when children go to school and leave the premises.
5. Improve traffic safety and pedestrian safety
6. Improve security plan and devises on school property



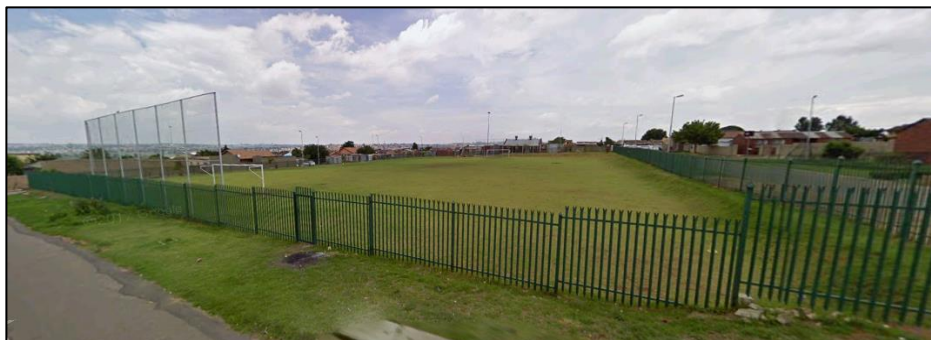


Open Spaces Safety Zones

Open Spaces Safety Zones comprise of undeveloped spaces around public facilities other than schools. These facilities include roads, police stations and clinics. Orlando East has a number of traffic controlling elements that live various patches of undeveloped spaces. These need to be well maintained and designed. Giving such spaces attention has proven to not only promote safety in communities but to also increase sense of place and identity in the same neighbourhood. In addition to the above turning open spaces into attractive spaces increases eyes on the streets as more and more people will be interested to use these spaces.

Proposed interventions for these zones are as follows;

1. Develop the open spaces with appropriate landscaping, lighting and equipment
2. Introduce maintenance programme in partnership with municipality, private businesses and corporates and volunteering bodies.
3. Introduce Trim parks for the elderly and the rest of the community
4. Develop morning and evening gym sessions in trim parks (Times to correspond with school hours for increased surveillance on the streets)
5. Introduce street furniture in open spaces near and around public facilities
6. Get residents in close proximity to protect the spaces through “eyes on the park” and be part of community safety initiatives





Business Areas Improvement Zone

Business and commercial areas are high risk areas for children. The risks are associated with traffic, unsafe activities including alcohol use, gathering of gangs and child abductions.

Proposed interventions for these zones are as follows:

1. Improve traffic and pedestrian safety and risk situations including traffic calming measures, pedestrian facilities and amenities and sidewalk quality
2. Improve lighting to light up the areas at night
3. Improve the quality of buildings and maintenance of the area. Well management areas will deter crime activities
4. Involve business owners in crime prevention activities
5. Establish a business forum that can self-organise community wide crime prevention activities





Safe movement: Corridors and residential streets

Streets and traffic movement are high risk areas for children and pedestrians. Orlando East can become safer by changing the design of streets. Where public streets have been designed to serve primarily or even exclusively private motor vehicle traffic, they can be made immensely safer for all users if they are designed to effectively serve pedestrians, public transport users, bicyclists, and other public activity (Cities Safer by Design).

Proposed interventions for these zones are as follows:

1. Integrate proven measures such as speed humps, chicanes, chokers, refuge islands, traffic circles, shared streets, and other street design applications that can reinforce safety (see CoJs complete street guide)
2. Introduce maintenance programme in partnership with municipality, private businesses and corporates and volunteering bodies
3. Improve /corridors arterials and other main streets to ensure the safety of pedestrians, cyclists, mass transit as well as motor vehicle drivers
4. Provide quality space for pedestrians through sidewalks and street space, as well as access to parks, plazas, schools, and other key public spaces. Design these spaces to be attractive for pedestrians
5. Design accessible, bicycle-friendly streets that include protected bike lanes or cycle tracks and connected networks



3.3 Community Safety Project

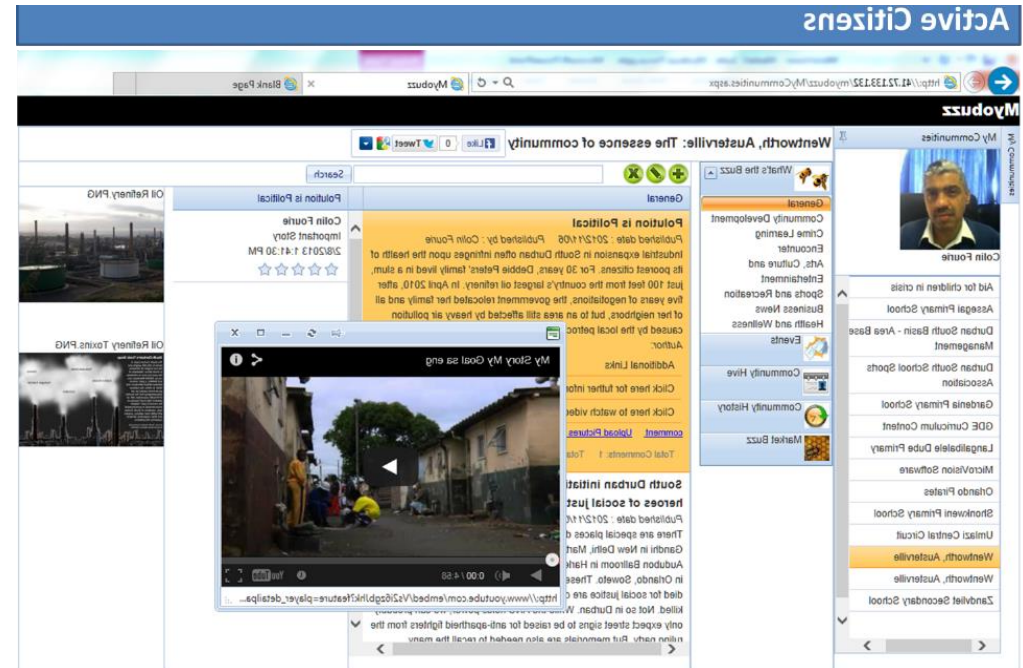
Installation of **MeMeZa Community Alarm Systems** in a designated geographical area with a view to underpinning and facilitating the work done by the by the Community Safety Teams/ CPF's and SAPS Vispol units in an interconnected way, thereby improving the relationships between SAPS and communities in a meaningful way.

The following principles are proposed:

1. That an operational strategy to be collectively agreed to by all stakeholders within the framework of existing initiatives within the area of implementation and without prejudice, if there are any.
2. The number of units to be installed in the pilot would be determined by the team and would be the outcome of collective strategic planning session with community forums within each zone
3. Community members would identify vulnerable households in each identified area
4. Actual installation points would be determined by clustered groups. Collective responsibility would have to be taken by the cluster.

While initially Memeza would take responsibility for installations and post installation, support, job creation & maintenance, capacity would be built within CPF's and NHW in the respective areas which is key to addressing the element of ownership, critical in projects of this nature. It is accepted that within the confines of the project that the beneficiary takes full responsibility for each of their respective units. Replacement units can be secured through internal community processes subject to

Figure 13: Community Safety Project



Solution 1 - Community Policing Alarm



Solution 3- Mobile Personal Alarm



the terms of conditions. The idea is that each CPF take responsibility for the units in their respective zones to ensure operational integrity and that cluster should take ownership of the unit and ensure activation reliability. Notification and response protocols would be determined internally. Depending on the dynamics within each CPF, the idea is to build an integrated response network. (Response chain within the network would be defined by SAPS/CPF within their respective areas of jurisdiction).

- Typically: Immediate Neighbours/NHW/CPF's//SAPS/ Metro/Private Security Companies.
- The first line of response would be the immediate neighbours. A rational chain of response can be mapped given the strength of the network.

3.4 Partnerships for Safety

The White Paper on Safety and Security, 2016, advocates a developmental approach to safety to crime and violence prevention as articulated in the socio-ecological model. The socio-ecological model recognises that violence results from a combination of multiple influences that interact with each other in different ways. Individuals are located in-relation to their family, community, and the broader environment.

Accordingly, this model considers the multiplicity of factors that put people at risk and that need to be addressed, in order to protect individuals from experiencing or perpetrating violence, which are otherwise referred to as 'protective factors'. Prevention strategies must therefore address risk and protection factors at different stages of a person's life and development, in order to increase safety, as each level

Figure 14: Stakeholder roles and responsibilities

Education	Social Development
<p>Situational prevention</p> <ul style="list-style-type: none"> > Identify hotspots at each school > Roll out security infrastructure > Maintain safe physical environment within schools <p>Classroom and school management</p> <ul style="list-style-type: none"> > Training in early warning and identification of violent incidents > Positive discipline > Conflict resolution > Educator/principal accountability > Appropriate after-school programmes <p>ECD programmes</p> <ul style="list-style-type: none"> > Development of pro-social behaviours <p>Monitoring framework</p> <ul style="list-style-type: none"> > Baseline > Learner safety surveillance system 	<p>Parenting and home-based interventions</p> <ul style="list-style-type: none"> > Training in alternatives to physical punishment > Intensified domestic-violence programmes <p>Targeted substance-abuse programmes for learners</p> <ul style="list-style-type: none"> > At schools > At other community institutions <p>Resiliency-focused, evidence-based programmes that are environmentally and individually oriented</p> <p>ECD programmes</p> <p>Coherent, integrated and targeted public safety strategies and programmes</p> <p>Long-term poverty relief and quality-of-life programmes</p>
Local Government	NGO's , CBO's, CPF
<p>Clean up localities surrounding schools</p> <ul style="list-style-type: none"> > Environmental prevention through safe physical environments, e.g. well-kept open areas, street lighting, etc. > Create alcohol-free and drug-free zones in neighbourhoods surrounding schools (in partnership with SAPS) <p>Facilitation of targeted DoE/DSD programmes through schools and homes</p> <p>Coherent social crime prevention strategies and programmes</p>	<p><i>Support schools and hold schools accountable for implementing safety strategies and upgrades.</i></p> <p><i>CPF's to assist the police in generating safety at the school</i></p> <p><i>Collaborate to introduce programmes in the community which:</i></p> <ul style="list-style-type: none"> > promote non-violent parenting and family relationships, and teach parenting skills > keep learners constructively engaged with after-school activities, preferably with good role models and educational enrichment > connect young people with employment opportunities > prevent gangsterism, substance abuse, bullying, vandalism, sexual harassment, racism and xenophobia

of human development is associated with different, and often overlapping, set of risk factors. Interventions also need to be embedded within broader and complementary initiatives that are aimed at reducing crime and violence .

The above approach requires the involvement of a number of community stakeholders, government departments and private sector organisations.

4. MONITORING

Effective implementation must be informed by a knowledge-based approach. Evidence based assessments on what works are dependent on a robust system of monitoring and evaluation informed by integrated information and data management systems.

Impact measurement processes for the Orlando East plan can be very lengthy, tedious and even confusing. For those individuals who have never been introduced to the field of monitoring and evaluation, this process might appear to be an unnecessary one. Seeing the tangible evidence of an intervention such as the construction of a new clinic, for instance, might appear to be sufficient evidence that a community is developing (or not). Unfortunately, monitoring impact from tangibles alone is not sufficient to make this type of judgement and can sometimes yield to measuring incorrect variables such as measuring infrastructure development instead of the quality of health care or access to health care, which would result in the overall improved health of community members.

Setting up an effective monitoring and evaluation process requires time, commitment and special skills – skills that might not be present in our

local communities. It is therefore important to ensure that the impact measuring process adapts to the socio-cultural setting of our communities, thereby making it easy to harmonise this process with the community's working method, interests and skills levels. This entails choosing an uncomplicated process that will adapt to the character of the community and promote collective learning among various participants. "Uncomplicated" does not, however, mean that the process should not adhere to internationally-accepted processes and standards.

In the case of Orlando East, Ranyaka developed a baseline for future monitoring. The baseline is presented in heat maps – representations of data in the form of a diagram in which data values are represented as colours. These heat maps provide a more visual representation than standard analytics reports.

Figure 15: Heat map for Orlando East 2018t

Cohesion	
Level of attendance of community activities	3.00
Level of active volunteering	1.60
Support of crime prevention initiatives	1.80
Quality of family relationships	1.00
Level of support for school activities	1.80
Quality of inter-culture relationships	1.60
Can you depend on your neighbour for help ?	2.00
Level of religious activity/events	2.40
Social media networking	2.40
Do you have hope for the future?	2.40

Local Economic Development	
Quality of enterprise development	1.40
Ability to save money	1.67
Access to mentorship	1.40
Income levels	1.40
Access to technology	2.07
Job availability	1.20
Access to training	1.40
Availability of business / office premises	1.20
Support from local businesses	1.20

Healthy, educated and active community	
Quality of recreation activities	1.60
Quality of youth programmes	1.35
Quality of education	2.00
Availability of quality food	2.00
Quality of health care	2.00
Level of collaboration with the municipality	1.53
Quality of programmes to support vulnerable people	1.60
Quality of family planning and support programmes	2.40
Incidents of drug/alcohol use	1.00
Level of violence prevention	1.20

Clean, safe and attractive environment	
Quality of community facilities	1.35
Is the streets safe at night ?	1.80
Quality of shelter	1.90
Availability of water	2.60
Is the place attractive and clean ?	1.20
Quality of sewer infrastructure	1.60
Access to title deeds/ownership	2.20
Quality of public transport	2.80
Availability of electricity	1.90
Crime prevention	1.87

5. IMPLEMENTATION

5.1. Roadmap

The proposed Orlando East Making our Community Safer for Children Initiative road map is indicated in Figure 17.

The road map comprise of 5 steps:

1. **Step1: Where are we now and what needs to change.** Visioning and outcomes session using the Ranyaka NDA tool, spatial mapping and stakeholder mapping to identify gaps and opportunities. This step has been completed and some of the information is discussed in this document.
2. **Step 2: Agree on a baseline to measure change.** Decide which indicators and data are required and the way that the data will be gathered and managed. This step has been completed and some of the information is discussed in this document.
3. **Step 3: Create an action plan.** Identify specific actions and projects, who will be involved, what resources will be needed, and what processes must be followed. Part of this step is the development of a communication plan. The proposed action plan is discussed in this section of the document and will have to be ratified by the Executive committee.
4. **Step 4: Project execution.** Implementation of the actions identified in Step 3 through identified partners. Ongoing management and monitoring of time and budget spend. Clear communication to beneficiaries and stakeholders.
5. **Step 5: Measure and evaluate.** Evaluation, learning and planning ahead. Assessing progress to determine whether or not the outcomes were achieved.

5.2. Baseline and target



Figure 16: Roadmap

The baseline indicators and targets are based on the heat maps discussed in Section 4. The table below is only an example and should be finalised as part of the planning execution process.

Interventions	How Will Success Look	Indicators	Targets
Institutional and governance support	Increase in number and quality of multi sector engagements	<ul style="list-style-type: none"> • Number of forums created in terms of the plan • Number of idea/dialogue sessions created • % increase in involvement of local stakeholders • % increase in municipal collaboration • % implementation of the national school safety framework. 	To be agreed on
Safer Community Spaces: School safety and support	Create safe and stimulating environments for learners	<ul style="list-style-type: none"> • Number of sport and club campaigns/events promoted • Number of school site maintenance programme partnerships established • Number of clean-up campaigns in and around schools clear from tall grass and rubbish • Number of community personal/property alarm devices to property owners near schools. • % Increase police and CPF visibility around schools when children go to school and leave the premises; • Improve traffic safety and pedestrian safety; • % improvement of school security plan and alarm devises on school property. • Number of counselling, self-esteem and • % improvement of parent and civic organisation support for school and violence prevention activities • % completion of school-level policies and procedures implemented and enforced ; • % of staff and scholars aware of the contents of these policies; • Number of safety audits undertaken annually to stay abreast of the issues affecting safety and contributing to violence within the school; and • Number of codes of conduct, reporting and response systems developed, utilised, and reviewed. 	To be agreed on

		<ul style="list-style-type: none"> • Number of learner SCHOOL MAPPING EXERCISE: Safety Spots completed in terms of the national school safety framework. 	
Safer Community Spaces: Parks and open land	Safer and better utilisation of open spaces	<ul style="list-style-type: none"> • Number of open spaces with appropriate landscaping, lighting and equipment; • Number of maintenance programme partnerships established ; • Number of morning and evening gym sessions, boot camps etc. in trim parks (Times to correspond with school hours for increased surveillance on the streets); • Number of street furniture in open spaces near and around public facilities; • Number of campaigns to get residents in close proximity to protect the spaces through “eyes on the park” and be part of community safety initiatives; • Number of community personal/property alarm devices to property owners around open spaces/parks. 	To be agreed on
Safer Community Spaces: Business Areas	Increase in local business investments and in micro enterprises	<ul style="list-style-type: none"> • % Improvement of traffic and pedestrian safety and risk situations including traffic calming measures, pedestrian facilities and amenities and sidewalk quality; • % Improvement of lighting to light up the areas at night; • % Improvement of the quality of buildings and maintenance of the area. Well management areas will deter crime activities; • Number of Involve business owners in crime prevention activities; • Quality of public transport facilities; • Establish a business forum that can self-organise community wide crime prevention activities; • Number of Initiatives for enterprise and entrepreneurial development 	To be agreed on

<p>Safer Community Spaces: Corridors and streets</p>	<p>Safer and better utilisation of streets and sidewalks</p>	<ul style="list-style-type: none"> • Number of property lights installed to increase street lighting • Number of proven measures such as speed humps, chicanes, chokers, refuge islands, traffic circles, shared streets, and other street design applications that can reinforce safety (see CoJs complete street guide) implemented; • Number of maintenance programme in partnership with municipality, private businesses and corporates and volunteering bodies; • Quality space for pedestrians through sidewalks and street space. Design these spaces to be attractive for pedestrians; • Quality of public transport facilities; • Design accessible, bicycle-friendly streets that include protected bike lanes or cycle tracks and connected networks. 	<p>To be agreed on</p>
<p>Strong social fabric for safer communities</p>	<p>Active participation in all safety and community activities</p>	<ul style="list-style-type: none"> • Number of social morality initiatives initiated and supported; • Number of diverse youth programmes initiated and supported; • Number of arts and culture spaces available for community building activities; • Number of mental and spiritual health programmes initiated and supported; • Number of programmes initiated and developed that assist vulnerable people e.g. aged, disabled, hungry etc.; • Number of community gardens established to support safer spaces and building communities through greening; and • Number of ECD's part of a support programme. 	<p>To be agreed on</p>

5.3. Interventions and costs

The table below provides a summary of the recommended interventions and first year budget:

Interventions	Descriptions	Cost Year 1	Cost Year 2	Cost Year 3	Potential Partners and role players
Institutional and governance support	<ol style="list-style-type: none"> 1. Establish a community awareness and engagement campaign (posters, talks, ideation sessions) to build capacity regarding the role of community in child safety; 2. Strengthen and support the existing Orlando East School Safety Executive and broaden the scope of the forum and technical support team; 	R 125 000 -00	R 65 000-00	R 65 000-00	Existing Orlando East School Safety Executive, forum, technical support team, School governing and student bodies and relevant community organisations e.g. churches, NGOs etc.
Safer Community Spaces: School safety and support	<ol style="list-style-type: none"> 1. Strengthen the institutional support for school safety interventions e.g. data management and communication via the Memeza community portal 2. Develop or revise school safety plans as defined in the National School Safety Framework; 3. Proper fencing and security for schools; 4. Keep open spaces in and around schools clear from tall grass and rubbish; 5. Provide community personal/property alarm devices to property owners near schools. 	R 295 000-00	R 175 000-00	R 68 000-00	School governing and student bodies, Mameza, CPF, South African Police Service, City of Johannesburg Metro Police, and Neighbourhood Watch, Provincial department: Community Safety, private security firms if in the area, corporates that has e.g. insurance or safety products as a service line, ward committee structures

Interventions	Descriptions	Cost Year 1	Cost Year 2	Cost Year 3	Potential Partners and role players
	<ul style="list-style-type: none"> 6. Increase police and CPF visibility around schools when children go to school and leave the premises; 7. Improve traffic safety and pedestrian safety; and 8. Improve security plan and alarm devises on school property where required. 				
Safer Community Spaces: Parks and open land	<ul style="list-style-type: none"> 1. Develop identified open spaces with appropriate landscaping, lighting and equipment; 2. Introduce maintenance programme in partnership with municipality, private businesses and corporates and volunteering bodies; 3. Introduce Trim parks for the elderly and the rest of the community; 4. Develop morning and evening gym sessions, boot camps etc. in trim parks (Times to correspond with school hours for increased surveillance on the streets); 5. Introduce street furniture in open spaces near and around public facilities; and 6. Get residents in close proximity to protect the spaces through “eyes on the park” and be part of community safety initiatives. 7. Provide community personal/property alarm devices to property owners near schools. 	R 305 000-00	R 178 000-00	R 124 000-00	Local community organisations, church representative bodies, local business representatives, Provincial department: Sport, arts, culture and recreation, City of Johannesburg Metro representatives and regional office, ward committee structures, corporates and foundations that supports greening projects, land development and businesses that have landscaping, outdoor furniture, lighting as a service line or product.

Interventions	Descriptions	Cost Year 1	Cost Year 2	Cost Year 3	Potential Partners and role players
Safer Community Spaces: Business Areas and enterprise development	<ol style="list-style-type: none"> 1. Improve traffic and pedestrian safety and risk situations including traffic calming measures, pedestrian facilities and amenities and sidewalk quality; 2. Improve lighting to light up the areas at night; 3. Improve the quality of buildings and maintenance of the area. Well management areas will deter crime activities; 4. Involve business owners in crime prevention activities; and 5. Establish a business forum that can self-organise community wide crime prevention activities. 6. 	R 180 000-00	R 110 000-00	R 85 000-00	Local business representatives, relevant ward structures, SEDA, Provincial department: Economic development, City of Johannesburg: Economic development, corporates and foundations that support enterprise development, businesses that provide business services e.g. copiers and printers, financial management, stock for retail businesses
Safer Community Spaces: Corridors and streets	<ol style="list-style-type: none"> 1. Integrate proven measures such as speed humps, chicanes, chokers, refuge islands, traffic circles, shared streets, and other street design applications that can reinforce safety (see CoJ's complete street guide); 2. Improve street aesthetics via lighting, garden competitions and fence fixing. 3. Introduce maintenance programme in partnership with municipality, private businesses and corporates and volunteering bodies; 	R 256 000-00	R 110 00-00	R 95 000-00	Local community organisations, church representative bodies, local business representatives, Provincial department: Sport, arts, culture and recreation, City of Johannesburg Metro representatives and regional office, ward committee structures, corporates and foundations that supports greening projects, land development and businesses that have landscaping, outdoor furniture, lighting as a service line or product.

Interventions	Descriptions	Cost Year 1	Cost Year 2	Cost Year 3	Potential Partners and role players
	<ol style="list-style-type: none"> 4. Improve /corridors arterials and other main streets to ensure the safety of pedestrians, cyclists, mass transit as well as motor vehicle drivers; 5. Provide quality space for pedestrians through sidewalks and street space, Design these spaces to be attractive for pedestrians; and 6. Design accessible, bicycle-friendly streets that include protected bike lanes or cycle tracks and connected networks. 				
Enterprise and business development	<ol style="list-style-type: none"> 1. Initiate enterprise and entrepreneurial development 	R 185 000-00	R 185 000-00	R 95 000-00	Local business representatives, relevant ward structures, SEDA, Provincial department: Economic development, City of Johannesburg: Economic development, corporates and foundations that support enterprise development, businesses that provide business services e.g. copiers and printers, financial management, stock for retail businesses
Building strong social fabric	<ol style="list-style-type: none"> 1. Initiate social morality (including substance abuse) and diverse youth programmes via arts and culture events, street art and industrial theatre; 2. Support and promote individual (life skills, financial skills) and mental and spiritual health and wellness programmes; 3. Support and promote programmes initiated and developed that assist 	R 345 000-00	R 250 000-00	R 128 000-00	Local community organisations, church representative bodies, local business representatives, Provincial departments, City of Johannesburg Metro representatives and regional office, ward committee structures, corporates and foundations that supports community development initiatives via CSI funding and businesses that have social fabric elements as service offerings e.g. food, care products, blankets, arts and craft products, clothes etc.

Interventions	Descriptions	Cost Year 1	Cost Year 2	Cost Year 3	Potential Partners and role players
	vulnerable people e.g. aged, disabled, hungry etc.;				
	4. Establish community gardens to support safer spaces and building communities through greening; and				
	5. Implement an ECD's support programme.				
Total (excluding programme and project management cost in next section)		R 1 691 000-00	R 1 073 000-00	R 660 000-00	
Programme and project management cost including partnership development, data and research management		R 261 000-00	R 261 000-00	R 261 000-00	
		R 1 950 000-00	R 1 334 000-00	R 921 000-00	

The principles of the budget is that:

- Year 1 is an activation year with most of the funding coming from core funders.
- Year 2 is a transition year where application for funding can be submitted to a wider variety of funders while the core funders still plays an important role.
- Year 3 should be funded by funding applications submitted to a variety of funders or if the core funder/s invest more based on the performance of the initiative.

5.4. Execution, monitoring and evaluation

The purpose of step, is to understand the work that needs to be done to deliver the required products. This understanding is needed before deciding to continue with the project. Like any project there are a number of important items to discover, and so there are a number of questions to ask about the project:

During Initiating a Project, the Lead will work with the project team to agree:

- The team members and their roles and responsibilities. The existing governance structure (Figure 17) will have to be revisited and roles and responsibilities expanded.
- How the project will be managed
- The cost
- How quality will be checked and what will be measured
- The overall plan
- How communication and reporting will be done

It is recommended to include following activities in the Initiating a Project, which are:

- Preparing a **Quality Management** Approach, which will answer the question on how to ensure quality, what and how to measure
- Preparing the **Communication Management** Approach, which will address how we communicate with project stakeholders and the community
- Agree the Project Controls to determine how we will manage the project in terms of:
 - Cost
 - Time
 - Quality (Metrics)
- Create an agreed delivery plan.

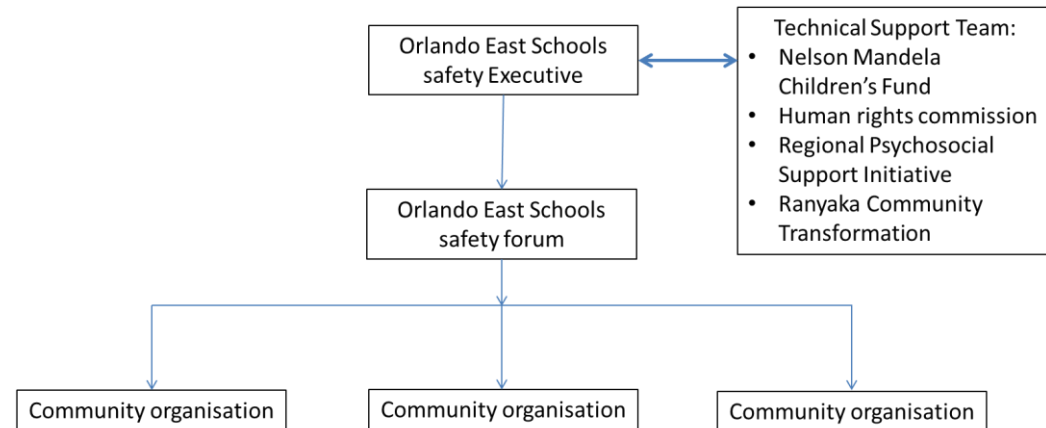


Figure 17: Governing structure

- Create an agreed data management and sharing plan.
- Lastly, assembling the **Project Initiation Documentation** (PID)

A typical PID will include:

Project/ Sub-project Definition

- Explaining what the project needs to achieve. It should include information on the sections given below.
- Project/Sub-project objectives
- Covering time, cost, quality, outcomes, scope, risk and benefit performance goals and
- Desired outcomes
- (In this section we clearly define the outcomes and how we measure these over a period of time and at the end of the project)
- Project scope and exclusions
- Constraints and assumptions

- The user(s) and any other known interested parties
- Interfaces

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