DSD ANTI - GANGSTERISM

STRATEGY FOR - CHILDREN AND YOUTH AT RISK AND IN CONFLICT WITH THE LAW.

HUMAN DEVELOPMENT

SOCIAL PARTNERSHIP

SPATIAL DESIGN

CRIMINAL JUSTICE PROCESSES/ LAW ENFORCEMENT

BASKET OF SERVICES

LEGISLATIONS , POLICIES AND STRATEGIES OF THE DEPARTMENT OF SOCIAL DEVELOPMENT
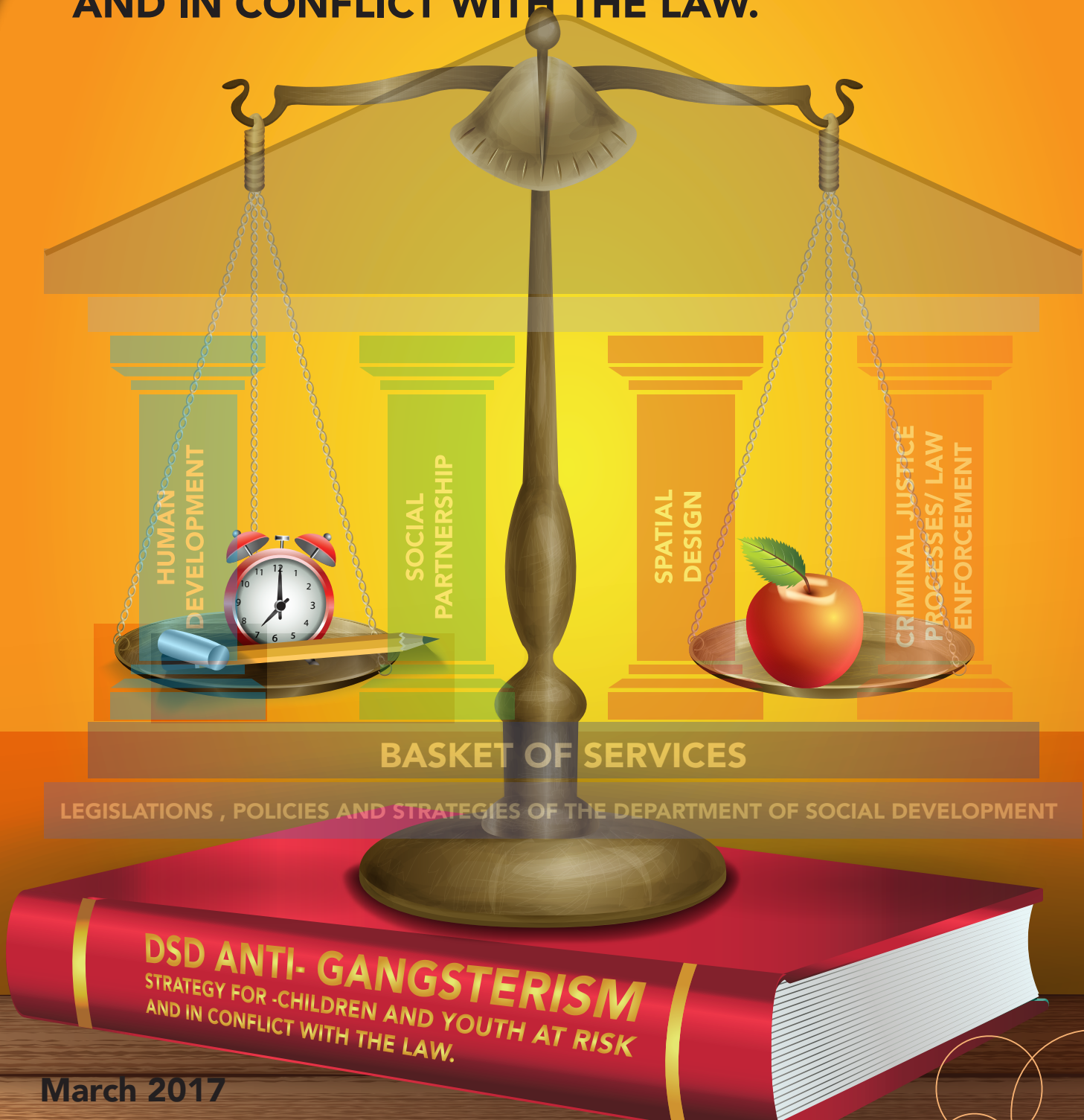
DSD ANTI- GANGSTERISM
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AND IN CONFLICT WITH THE LAW.

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social development

Department:
Social Development
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NDP

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OVERVIEW OF THE STRATEGY

South Africa has a history characterised by a political definition of living and working spaces. Modern day South Africa still reflects the negative impact of apartheid and racial segregation in its spatial planning and population dynamics. At a macro level, this segregation coupled with the declaration of Bantustans has had a social and economic impact on developmental challenges facing the country. In addition, the political and socio-economic impact of the Group Areas Act and apartheid social engineering policies is still evident in many of South African societies which remain generally divided into predominantly "white", "coloured", "Indian" and "African" settlements. The spatial design of some of these areas has contributed significantly to perpetuating crime including criminal gang activities.

Gang culture has a long history in South Africa. The Numbers prison gangs (some of the most notorious gangs in SA) (26s, 27s and 28s) can trace their origins back to the prisons, mine compounds and informal settlements of Johannesburg, Durban and the then Transkei as long ago as 1824. Apartheid further entrenched gang culture through forced removals, spatial planning, job reservation and movement control systems that disrupted and fuelled the destruction of community and family cohesion.

The extensiveness of gangs throughout society is undeniable. Gangs incite fear and violence within our communities and government facilities and threaten our schools, our children, and our homes. Gangs today are more sophisticated and blatant in their use of violence and intimidation tactics than they may have been in the past. As they migrate across the country, they bring with them drugs, weapons, and criminal activity. Acknowledgement of the problem and joint community and law enforcement responses are our best defence. The Social Development Department is custodian of CYCCs, in particular the secure care programme for children in conflict with the law, developed an Anti-Gangsterism Strategy for children and youth at risk and in conflict with the law in South Africa.

The Department of Social Development (DSD) Anti-Gangsterism Strategy is for children that are involved in gang activities while under a secure care programme. The strategy finds its basis on situational analysis done in all nine provinces. The situational analysis conducted in September 2015 confirmed the existence of gangs in all provinces and identified a gap: lack of management of the gangs in secure care. It further highlighted the risk factors that are leverage to the phenomenon of gangs. The DSD Anti-Gangsterism Strategy introduces the use of a **basket of services** and a **secure care model** for addressing the problem of gangs in Secure Care Facilities. The services and secure care model are enclosed in the strategy's key objectives to be utilised in achieving the strategy and guided by the four pillars stipulated in the strategy itself. The problem of gangs cannot be addressed in the secure care programme alone - different families and family changes as well as community and its challenges are to be roped within the pillars hence the presence of the basket of services as another means to an end.

In conclusion the strategy encompasses the implementation plan, and monitoring and evaluation of impact of intervention.

LIST OF ACRONYMS

CSF	Community Safety Forum
CYCC	Child and Youth Care Centre
CPF	Community Policing Forum
DCS	Department of Correctional Services
DoCS	Department of Community Safety
ISCPS	Integrated Social Crime Prevention Strategy
MOU	Memorandum of Understanding
NCPS	National Crime Prevention Strategy
NPA	National Prosecuting Authority
POCA	Prevention of Organised Crime Act
NGO	Non-Governmental Organization
SAPS	South African Police Services
NICOC	National Intelligence Coordinating Committee
NDP	National Development Plan
CA	Children's Act
CJA	Child Justice Act
MDT	Multi-Disciplinary Team

DEFINITION OF TERMS

Basket of services refers to services provided within the Department of Social Development that are aligned with the care plan, needs and outcomes to be achieved for the child in gangs and his / her family and community. Threat and risks factors are identified for interventions.

Blueprint means minimum norms and standards for secure care

CYCC Gangs are defined as an organised association of children and / or youth that brings chaotic culture (informed by current Social Development practice in CYCCs).

Criminal street gang means any ongoing organisation, association or group of three or more persons, whether formal or informal, having as one of its primary activities the commission of one or more of the criminal acts, having a common name or common identifying sign or symbol, and whose members individually or collectively engage in or have engaged in a pattern of criminal gang activity (National Institute of Justice, November 2011).

Child and youth care centre Section 191 of The Children's Act, 30 of 2005 defines **this** as a facility for the provision of residential care to more than six children outside the child's family environment in accordance with a residential care programme suited for the children in the facility.

Human development is the creation of an environment in which people can develop their full potential and lead productive, fruitful lives in accordance with their needs and interests.

Isolation in terms of The Children's Act of 2005, regulation 74 (3) states that a child is isolated if he / she cannot be managed for that particular time and he /she presents with behaviour that is deemed to be dangerous to him / her or others and can only be separated for a period not longer than two hours with support and supervision to regain control and dignity.

Secure care means the physical containment in a safe and healthy environment of children with behavioural and emotional difficulties and of children in conflict with the law.

Social partnership is defined as a shared commitment, where all partners have a right and an obligation to participate and will be affected equally by the benefits and disadvantages arising from the partnership.

Spatial design combines interior design, architecture, and urban design of a facility, home and community.

SECTION 1: INTRODUCTION

1.1. BACKGROUND AND ORIGINS OF GANGS IN SOUTH AFRICA

The segregation of people, urbanisation, and bad treatment received by native people in places of work such as the mines of South Africa during apartheid was central to how gangs began. The origins of the most popular gangs (27 and 28) in South Africa date back to more than hundred years ago in the mines to men called Pomabasa (Po) Nongoloza who led the 28 gang, and Kilikijan who led the 27 gang. The two gangs were later planted in prisons and an additional gang called 26 was introduced in prison.

The three gangs became organised on a national basis, and today are dominating every prison in South Africa. If a member moved from one prison to another or returns to prison to serve another sentence, he retains the membership and the position of that gang he was in. The gangs are characterised by brutality and are ritualised. Gangs in mines and prison was the start and the popularity of street gangs grew in the late 1940s, when servicemen were returning from World War II. With the development of street gangs, the situation grew worse in the 1960s, when Apartheid and its forcible removals of non-whites into townships caused massive social upheaval.

In the 1970s and 1980s, the growing national resistance to Apartheid led to many children growing up in an environment of constant violence. They had to deal with atrocities like dodging bullets, the smell of teargas, and the 'necklacing' of any suspected informer. Hurling stones and rocks at the security-force and other violence was the norm. Stemming from the violent history is the dysfunctionality of families, individual anti-social behaviours and community shortcomings. The criminal justice system and the use of social media are found to be primary factors that lead to gang formation and evolvement.

In townships gangs spread to the schools. In the Gauteng province alone, the South African Police Services identified at least 16 gangs operating in high schools during 2016. The children and youth at risk and in conflict with the law are from the community and part of the school system. Some have been previously in the criminal justice system and their affiliation is linked to criminal justice system experience. The systems mentioned above (community, school and the criminal justice system) are directly or indirectly linked to children and youth at risk and in conflict with the law.

As part of an intervention, the Portfolio Committee on Police in August 2012 requested that the Civilian Secretariat for Police draft a national inter-departmental Anti-Gangsterism Strategy to address the issue of gangs and gangsterism in the country, particularly following the spate of gang-related activity in various provinces (Eastern Cape and Western Cape in particular).

This tasking coincided with a tasking issued by the Justice Crime Prevention and Security Director-General (JCPS DG) Cluster for NICOC to set up a task team to deal with the issue of gangsterism stemming from concerns about the changing nature of prison gangs and the changing profile of prisoners, the inefficacy of existing strategies to deal with this evolving threat and the impact and risks posed by prison gangs to the correctional services environment.

The Task Team comprises representatives from the Departments of Correctional Services, Social Development, Human Settlements, Basic Education, Health, Justice, the State Security, COGTA, various units and structures of SAPS including Crime Intelligence, DPCI, Operational Response and visible policing (Vispol). The NATJOINTS and the civilian Secretariat for Police are also part of the team.

The National Development Plan (NDP) envisages that in 2030, people living in South Africa will feel safe at home, at school and at work, and enjoy a community life free of fear. It envisages women walking freely in the street and children playing safely outside. As a result of substantially reduced levels of serious and violent crime, businesses are thriving, and local and foreign investors are establishing new businesses.

Crime in South Africa has occupied centre stage on the public agenda. Unacceptably high levels of crime, especially serious and violent crime, result in people in South Africa, especially vulnerable groups such as women, children, older persons and people with disabilities, living in fear and feeling unsafe. It also impacts negatively on the country's economic development and undermines the wellbeing of people in the country and hinders their ability to achieve their potential.

Some progress has been made over the past five years in reducing the levels of serious crime such as murders, aggravated robberies, crimes against women, children and other vulnerable groups, but they remain unacceptably high. About 37% of households believe that the level of both violent and non-violent crime decreased in their area of residence during the period 2009 to 2011 and about 35% said that crime had increased during this period. While the percentage of people who felt safe walking alone during the day averaged 84% between 2008 and 2011, the percentage of people who felt safe walking alone at night dropped from 56% in 1998 to about 36.5% in 2011. Furthermore 35,1% households avoided visiting open spaces when they were alone because of fear of crime, while 23,2% of households would not allow their children to move around or play in their area. A further 15,7% of households would not allow their children to walk to school alone. We have not yet been able to provide sufficient capacity in areas of forensic, detective, investigation and prosecution service, which hampers the Cluster's efforts to reduce the overall levels of crime, particularly "contact" crimes. To create a safer environment for all, we will intensify our efforts to reduce levels of crimes that induce the most fear through refinement and implementation of crime prevention and combatting policies and strategies. There is also a need to strengthen and accelerate our implementation of the seven-point plan to make the Criminal Justice System more efficient and effective.

The National Crime Prevention Strategy states that crimes including the manifestation of criminal gangs are not only a law enforcement and criminal justice concern. The White Paper on Families in South Africa says that crime including gangsterism is one of the social ills of our society that requires Social Development intervention. The DSD Anti-Gangsterism Strategy for Children and Youth at Risk and in Conflict with the Law will be implemented over a period of five years.

SECTION 2: SITUATIONAL ANALYSIS OF GANGS IN SECURE CARE FACILITIES AND PROBLEM STATEMENT

2.1 SITUATIONAL ANALYSIS

A rapid appraisal with provinces on the presence of gangsterism with children and youth at risk and in conflict with the law was conducted in 2015. The situational analysis report confirmed the presence of gangs and highlighted more on the plight of children and youth in conflict with the law and the current position of interventions and management regarding gangsterism within Social Development.

The focus on the survey included the discussions below:

2.1.1. Indication of existence of gangs in Secure Care Facilities where gang problems exist

The findings of the survey suggested that gangs are prevailing in all nine provinces, but not all children and youth at risk and in conflict with the law are affected within the provinces. The existence of gangs for these children is traced from various factors including the communities where they come from. On isolated incidences, gang prevalence is also linked to family members in prison and from group formation in the police cells.

2.1.2. Target age groups affected

All the age groups legally accepted as children and youth at risk and in conflict with the law in terms of The Children's Act 38 of 2005 and The Child Justice Act 75 of 2010 are affected but this number varies from province to province, with some provinces having children who are in gangs as those who are at risk while in other provinces it's children in conflict with the law that are sentenced. In some provinces it's both children and youth at risk and in conflict with the law.

2.1.3. Characteristics of the gang.

The sign language, tattoos, aggression and other generic anti-social behaviour associated with being part of the gang are characteristics of this involvement. Some children are observed to have come with tattoos while others come without and leave with them. There are three categories of children in gangs; the children that come having joined gangs prior to their institutionalisation in CYCC (secure care), the children that join gangs in the institution (CYCC-secure care) and those who come up with rival gangs.

2.1.4. Gang advancement

The findings further reveal that children and youth at risk and in conflict with the law who are not in gangs get victimisation from the children in criminal gangs and in retaliation some youth form their own gangs against

what is a threat to them. The implication to the Department of Social Development is that the authority at CYCC-secure care is not ensuring their safety. Further inference suggests that there are no actions and activities put in place to counteract the reported occurrences of gangs. Absence of actions and activities propagate a gap in the legislation, blueprint, therapeutic programmes, as interventions that are existing on how they are implemented and the environment within which they are implemented.

2.1.5. Management of gangs.

The majority of CYCC-Secure Care centres address the criminal gang problem in an unstructured manner where there is no mention of or reference to a policy procedure in managing the situation for children in gangs and their families that address directly the gang prevalence in the Secure care. The provinces address the issue of gangs differently by employing both structured and unstructured means where a programme indicates that they should immediately deal with the child in terms of the facility programme that entails the rights and responsibilities as code of conduct. Management of gangs as a challenge further highlights the gap in the behaviour management prescribed in current legislation that does not take cognisance of extreme violent behaviour such as riots and holding hostage of staff by children who have gangsterism behaviour.

2.1.6. Risk Factors.

The risk factors are negative barriers, keeping children and youth from succeeding in more positive realms, holding them back from the positive kinds of opportunities that other youth enjoy, or pushing youth beyond the mainstream culture and marginalising them. These risk factors are broken pieces of a youth's life that he/she will seek to repair.

The risk factors also include outside influences (home, school, peer, community) that may normalise gang culture in the mind of children and youth should gangsterism be present in them. The legislative gap is the absence of guideline on how to manage gang related riots and compliance with spatial design prescription on e.g isolation rooms where in there is more than one child or a group that needs to be managed.

While risk factors linked to gangs are identified and illustrated and point to different circumstances, there is a link between dysfunctional families and the cycle of crime, violence and gang involvement.

This link further puts the Department of Social Development systems in a fault-finding position as the custodian of children and youth at risk and in conflict with the law (as per The Children's Act and The Child Justice Act) with the lack of uniform means to address the prevalence of gangs for children and youth at risk and in conflict with the law.

It puts a significant financial burden on the Department and the responsibility of addressing any outcome of the consequence of criminal gang violence characteristics in terms of its victims including staff harmed, as well as damage to property.

The solution to criminal gangs, gang activities and characteristics of gangs that are perforating the children and youth is the Anti-Gangsterism Strategy for Children and Youth at Risk and in Conflict with the Law. The strategy will be realized by using the pillars, defining strategic objectives to be attained within each pillar,

actions / activities proposed in the Approach to the Social Development Anti-Gangsterism Strategy. The benefit of the solution is that since the problem of gangs has been evolving, and the other responses have been tried and the problem continued to progress nonetheless, the Social Development Department in this strategy will learn from what has not worked and what has worked and utilise actions that have not been used as well as ones that are working and come up with additional actions that address the problem.

When it succeeds, the costs spent on fixing any resources that are damaged as a result of gang aggression will be a thing of the past. Preventing gangsterism will contribute to the achievement of the objective of the Department of Social Development and Anti-Gangsterism Strategy and ultimately the government objective of crime prevention.

The DSD Anti-Gangsterism Strategy illustrates the position of Social Development against gangsterism and its plan to address the involvement of children and youth at risk and in conflict with the law in gangs. The strategy comes with DSD parameters within which the Department must act on a prevention level.

The following risk-factor Table reflects risk factors of children in secure care (from the survey conducted in 2015 [1])

FAMILY RISK FACTORS	INDIVIDUAL RISK FACTORS	COMMUNITY RISK FACTORS	SECURE CARE FACILITIES	OTHER
Unemployed parents	Peer pressure	Community that has gang operations. Peers involved in gangs.	Lack of structured procedures to deal with the children in gangs in most Secure Care Facilities.	Exposure to correctional facilities before coming to Secure Care Facilities.
Unskilled parents	Bullying	Gang relatives in prison	Lack of structured programmes and structuring of the children's day within a secure care centre to keep them busy and enhance their sense of achievement in order for them not to experience the need to join gangs to have a sense of belonging, achievement or mastery.	Being held in cells before coming to Secure Care Facilities
Child headed family	Aggression	Feeling unsafe in the community	Role modelling within Secure Care Facilities and life space interventions are limited within secure care since the children are viewed as dangerous individuals who should be dealt with in a punitive rather than in a developmental manner.	Lack of mandate from the primary legislation for children (Children's Act and Child Justice Act and Probation Services Act, 1991) procedures to deal with children affiliated with gangs in most Secure Care Facilities.
Children not supervised by their parents. Sibling antisocial behaviour Family rejection Family socialisation-values	Lacking a sense of belonging and seeking security.	Poor parental supervision (control, monitoring, and child management). Cultural practises	Limited budget to adhere to the requirements of the policies on security matters. Lack of national standards for assets managing. Lack of accountability in implementation of programmes in other facilities - wherein the programme's requirements are not adhered to. Lack of directive from DSD legislation to guide interventions of extreme uncontrollable behaviour presented by a group of children in a secure care.	Social media and mainstream media

1 Situational Analysis report from the survey conducted in all secure care facilities in 2015.

FAMILY RISK FACTORS	INDIVIDUAL RISK FACTORS	COMMUNITY RISK FACTORS	SECURE CARE FACILITIES	OTHER
Absent fathers	Low-self-esteem No sense of identity	Community that has gang operations.	Staff not capacitated to deal with children and youth with vulnerability	
Domestic violence	Bullying	Peers involved in gangs	Staff not capacitated to deal with children and youth with vulnerability	
Substance abuse	Substances abuse	Older siblings in gang operations.	Staff not capacitated to deal with children and youth with vulnerability	
Poverty	Crime including being used by adults in gangs	Peers involved in gangs linked to schools, prison and community	Staff not capacitated to deal with children and youth with vulnerability	
Child abuse and neglect	Repeated academic failure. Frequent absenteeism. Truancy. Lack of commitment to school.	Community that has gang operations.	Staff not capacitated to deal with children and youth with vulnerability	

2.2   PROBLEM STATEMENT

[2]Children's Act no 38 of 2005 as Amended Act 45 of 2007 defines secure care (also referred to CYCC in this document) as the Social Development residential facilities that provide the physical containment in a safe and healthy environment of children with behavioural and emotional difficulties and of children in conflict with the law. A secure care is both a structure and a programme that is ideally providing developmental and holistic intervention in an enabling, caring, safe and secure environment to ensure comprehensive and integrated services to children in conflict with the law.

At present the state has 31 secure care facilities for children in conflict with the law. In the majority of secure care facilities, there are criminal Gangs, gang activities and characteristics of gangs that are making it difficult for the children and youth to be protected, empowered and cared for in an environment that is crime free, and making them to feel safe. The problem of gangs pose a threat to the objectives of the Department of Social Development which is to facilitate human development and improve quality of life.

The National Crime Prevention Strategy states that crimes including the manifestation of criminal gangs are not only a law enforcement and criminal justice response. It is also a social related issue and as a social ill faced by Social Development in terms of white paper on families. It thus permits psycho-social intervention. It further puts the Department of Social Development systems in a fault-finding position as custodian of children and secure care. The lack of uniform means to address the prevalence of gangs in secure care comes with a significant financial burden for the Department to address any outcome of the consequence of criminal gang violence characteristics. The solution to the criminal Gangs, gang activities and characteristics of gangs that are perforating the secure care is the development of Anti-gangsterism strategy for secure care. This will be realized by using the pillars, defining strategic objectives to be attained within each pillar, actions/ activities proposed in the Approach to the Social Development Anti-gangsterism strategy of the secure care. DSD has policies and legislation that it follows to carry all of its mandates. There is also working integration with some of the Departments in government to fulfill crosscutting mandates.

The benefit of the solution is that since the problem of gangs has been evolving, and the other responses have been tried and the problem continued to progress nonetheless, Social Development is to learn from what has not worked and what has worked and utilize actions that have not been used, the ones that are working and still come up with additional actions that are addressing the problem.

The costs spent on fixing any resources that are damaged as a result of gang aggression will be the thing of the past. The utilization of actions to eliminate gangs will contribute to the achievement of the objective of the secure care programme and the objectives of Anti-gangsterism Strategy and ultimately the NDP. Elimination of criminal gangs, gang activities and gang characteristics is crucial for the crime prevention, safety and wellbeing of everyone. It is moreover supporting youth to succeed in more positive realms, open opportunities for the youth to rehabilitate and understand that you are not defined by where you come from it's the choice that people make that defines.

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2 Children's Act no 38 of 2005 as Amended Act 45 of 2007

SECTION 3: POLICY LEGAL AND POLICY FRAMEWORK

3.1. The Constitution of the Republic of South Africa, Act 108 of 1996.

[3]Section 24 of the Constitution is advancing that everyone has the right to an environment that is not harmful to their health or well-being. The section is putting emphasis to the importance of health, welfare and safety of everyone including the children in CYCC/secure care facilities and it is one of the premise within which the Anti-gang strategy is established. The Constitution in section 28 further mandates that a child who is under the age of 18 has the right to proper care by someone else if the child has to be taken away from the family and to be protected from being mistreated. The importance of the section is that it stresses proper care of children when they are looked after away from the family, and ensuring their protection not to be victimized links with vision of CYCC and an object highlighted by the anti-gang strategy.

3.2. The Probation Services Act, 1991

[4]The National Department of Social Development is mandated in respect of different categories of persons, to establish or cause to be established programmes or services which amongst others are aimed at the prevention and combating of crime. [5]The Act, 1991 emphasizes the importance of intervention that prevent crime and that address different persons and the persons includes the children in CYCC. The legislation further endorses the responsibilities of Social Development with regard to appointment of incumbents dealing with persons in conflict with the law and their families. The relations to the CYCC is that those incumbents work with the Social workers in CYCC as multi-disciplinary team members and their role is key to after care and reintegration of children to be steered by the Anti-gang strategy to prevent gangs.

3.3. Prevention of Organised Crime Act (POCA), 1998

[6]This Act introduces regulations that work against organised crime and gang activities. Crimes related to gangs can be prosecuted in terms of this Act, even if the crime was committed before the Act came about.

The following points are considered when this Act is applied:

3.3.1. When Is a Person Guilty of a Gang-Related Crime?

[7]It is a crime to wilfully aid any criminal activity carried out by a criminal gang; for a gang or person to threaten to commit any act of gang-related violence; threaten any person or persons with retaliation in response to an act or alleged act of violence; perform any act that contributes to a pattern of criminal gang activity; incite or encourage any other person to take part in criminal gang activity; or intentionally cause or encourage another person to join a criminal gang. The importance and synergy of the POCA Act with the National Department of Social Development Anti-Gangsterism Strategy is that it stipulates the elements to be used in profiling gang activities in secure care.

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3 The Constitution of the Republic of South Africa, Act 108 of 1996.

4 The Probation Services Act, 1991

5 The Probation Services Act, 1991

6 Prevention of Organised Crime Act (POCA), 1998

7 Prevention of Organised Crime Act (POCA), 1998

3.3.2. What Is the Punishment for Gang-Related Crimes?

[8]Inciting or encouraging another person to take part in gang activities or to join a gang warrants a fine or imprisonment for a period of up to 3 years. If, however, the crime is committed within 500 meters of a public or private school, at a time when classes are taking place, then the period of imprisonment can be extended to 5 years. The indication of public or private school is relevant and appropriate to the development of Anti-gang strategy as it is applicable to the CYCC/ Secure care facilities in terms of them having schools in the premises. All the other gang-related crimes are punishable by fine or imprisonment of up to 6 years, except in cases where the offence is committed within 500 metres of a public or private school, at a time when classes are taking place. Such an aggravating circumstance can result in the period of imprisonment being extended to 8 years. The mention of gang-related crimes as being punishable highlights the importance of awareness and prevention of such activities in CYCC's.

3.3.3. Who Is a Member of a Criminal Gang?

[9]When deciding if a person is a member of a criminal gang, a court must take the following into account whether the person admits to being a member of the gang; if the person is identified as a gang member by a parent or guardian; whether the person lives in the gang's territory and adopts their style of dress and other mannerisms; if the person has been arrested more than once with other gang members for crimes typically committed by the gang; and whether the person is identified as a member of the gang by physical evidence such as photographs and other documentation. The relevance of this insertion is the emphasis on the profiling of persons and that includes persons in CYCC's for the purpose of intervention which could be human development route or criminal justice process.

3.4. The National Crime Prevention Strategy, [10]1996

The NCPS introduced a new paradigm for dealing with crime in South Africa.

Some of the key concepts that it introduced were: crime cannot be reduced using only law enforcement and criminal justice responses, and states must also introduce methods to prevent crime. The synergy with the DSD Anti-Gangsterism Strategy for children and youth at risk and in conflict with the law is coming up with additional methods to prevent gang problems in secure care through a Social Development response to gangs in particular.

The NCP strategy emphasizes that the criminal justice system cannot operate effectively unless there is better cooperation between the departments which constitute the system, and integration of the things they do as part of the system. While there is cooperation with other departments on crime issues there is further linkage of the Anti-Gangsterism Strategy with the NCPS. In this document it is adopted through the social partnership pillar.

3.5. Integrated Social Crime Prevention Strategy 2011

[11]ISCPS mentions that community mobilisation is a capacity and community development process through which local groups or organisations identify needs, develop an outline of an action plan and then implement it. The highlights that expected outcomes are usually improvement in community well-being, access to services, improved safety and better schooling, among others. The emphasis put forward by the ISCPS is significant and applicable to the secure care with the facility outcome to also improve in this instance children well-being and better schooling.

8 Prevention of Organised Crime Act (POCA), 1998

9 Prevention of Organised Crime Act (POCA), 1998

10 The National Crime Prevention Strategy, 1996

11 Integrated Social Crime Prevention Strategy, 2011

The improvement of community wellbeing is linked to the Anti-Gangsterism Strategy for secure care objective and a family centred approach endorsed by the strategy.

The cycle of Crime and Violence depicts the dysfunctionality[12] of families as at the core of crime and violence. The different levels of a cycle of courage are clearly articulated in the cycle are linked to the risk assessment and situational analysis conducted in the facilities during 2015.

3.6. Draft National Anti-Gangsterism Strategy 2015

The draft National Anti–Gangsterism Strategy sets the tone of how different Departments are to intervene and address the criminal gang problem in prisons, CYCCs, streets and / or community. The Department of Social Development Anti-Gangsterism Strategy therefore takes its cue from the draft National Anti–Gangsterism Strategy of 2015.

The pillars of the Department of Social Development Anti-Gangsterism Strategy policy are derived from the draft National Anti–Gang strategy. However, the manner and the scope of the actions of the Department of Social Development are limited to the CYCC and Secure Care Facility in particular.

3.7. Education Laws Amendment Act (31 of 2007)

This act amends the South African Schools Act, Act No. 84 of 1996, by including definitions for "dangerous object"; "illegal drug" and "school activity". This law as it pertains to the protection of children makes provision for support measures and or structures for counselling a learner involved in disciplinary proceedings. It also gives effect to random search and seizure and drug testing at schools. The Secure Care Facilities are required by the Blueprint to have schools, and the functioning of the school follows the prescripts. The activities of gangsterism are characterised by violence and use of dangerous objects.

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12 Integrated Social Crime Prevention Strategy, 2011

3.8. Children's Act, 38 of 2005

This Act elucidates the guidelines and principles for prevention and early intervention programmes for children and families. The programmes are to be provided to families with children in order to strengthen and build their capacity and self-reliance to address problems that may, or are bound to occur in the family environment which, if not attended to, may lead to statutory intervention. This is the most important aspect of social service delivery aimed at minimising risk, particularly in situations of increased vulnerability. At this level the child functions at an adequate level but there is a possibility of at-risk behaviour including involvement in gangsterism at a later stage.

3.9. The National Development Plan (NDP)

The NDP envisages that by 2030, people living in South Africa should have no fear of crime. Children including children in secure care and those who are vulnerable should feel protected from fear of crime and should feel safe. They should feel safe at home, at school and enjoy life free of fear.

SECTION 4: CONTEXTUALISATION OF ANTI-GANGSTERISM STRATEGY IN SECURE CARE.

4.1. Description of basket of services and interventions within social development against gangsterism

Gangsterism has levels, as described under the classification of gangs. The levels can assist Social Development to decide when they can intervene and when to refer the case elsewhere. The first level is where the child and young person at risk is randomly and erratically involved in gangs such as school gangs or street gangs that are not attached to any historical gangs. The second level are social and territorial gangs which operate in a structure and with hierarchy. These can be partly violent with rituals and involve protection of persons in a specific territory such as in areas where a particular gang dominates. Level three involves criminal activities and drug dealing, human trafficking syndicates, etc. Money is an objective. According to the DSD Anti-Gangsterism Strategy, Social Development parameters for intervention are at prevention level and mostly at first level.

The Social Crime Prevention secure care programme (in CYCC) is where the problem of gangs has been formally established through a survey. Within the DSD sector gangsterism is a widespread problem and it occurs in other programmes as well. The prevalence of gangsterism warrants a total quality management plan being in place to prevent or deal with gangsterism and its effect proactively within the Social Development segment. The threat and risk factors identified consist of what needs to be addressed by the DSD Anti-Gangsterism Strategy vision and objective. Social Crime Prevention has therapeutic programmes developed to address the individual child and youth. There is an assessment tool to address gangsterism involvement amongst children and youth.

The substance abuse prevention programme has a mandate from The Prevention and Treatment of Substance Abuse Act of preventing substance abuse and its harmful effects. Substance abuse is very common amongst gangs in South Africa which is a contributing factor to violence and criminal behaviour. The programme responds to the prevention of substance and drug use by educating the public through prevention campaigns. In addition to prevention services, the substance abuse programme offers early intervention, treatment, aftercare and reintegration services for gang members who might require treatment interventions for problematic drug intake or addiction.

[13]The White Paper on Families in South Africa (2013) acknowledged the following as contributing factors to crime and teenage pregnancy: common gang activities, coercion, substance abuse and others. These also threaten the family unit. The White Paper on Families policy (although not applicable to families' programmes alone) mandates intervention on four levels; by providing capacity building and empowerment to parents and children and youth within the families. One of the programme interventions is the empowerment of families with the different programmes that talk to the responsibilities families have. Research has shown that youth who communicate more with their parents, tend to have less behavioural problems. Communication is the key to the solution of all problems especially when it comes to teenagers. Everybody knows teenagers go through a lot including hormonal changes. Advice from a caring parent or family member can be invaluable. Furthermore, adolescents who have a close relationship with their parents are less likely to engage in acts of violence. Teenagers are often enraged for various reasons. This period of their lives is usually full of emotions, which are sometimes difficult to control and can often escalate to random acts of violence, either against some of their peers or as an act of self-infliction. A conversation with a parent and any quality time spent together with the family is capable of relieving these feelings of anxiety and anger. The intervention that is available to the teenagers through the Holiday programme is one of the interventions from the Families programme.

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13 The White Paper on families in South Africa (2013).

The Victim Empowerment Programme (VEP) is guided by policies and legislations such as the Domestic Violence Act 116 of 1998 (as amended) and the Prevention and Combating of Trafficking in Persons Act, 2013 that protects the victims of crime and in particular those of domestic violence and human trafficking. Human trafficking is commonly an operation of organised and sometimes sophisticated gangs. The VEP provides psycho-social support to the victims. The programme also acknowledges that victimisation may have ripple effects in terms of the victims becoming traffickers themselves if they have not received assistance in the form of psycho-social support and exposure to longer term prevention programmes.

Within the Child Protection Programme and in particular child exploitation: child trafficking, child labour, child pornography, child prostitution and Cyber-crime (CTLPPC), there has been little or no documented research on gangsterism. In correlation with Child Exploitation referenced in Social Development policies, it has been reflected on various platforms that most acts of child exploitation are linked to gang syndicates. DSD has a mandate from The Children's Act to protect children from various social ills. Furthermore, a guideline for prevention and response to Child Exploitation puts emphasis on the prevention strategies as key to responding to child exploitation. One of the DSD strategies to prevent child exploitation / CTLPPC (child trafficking, child labour, child pornography, child prostitution and cyber-crime) is conducting awareness and public education campaigns.

The National Policy Framework and Strategic Plan for the Prevention and Management of Child Abuse, Neglect and Exploitation aims to reduce the incidences of child abuse, neglect and exploitation in South Africa, and to ensure their effective management.[14] It further seeks to prevent the maltreatment of children concerned and to promote the healing of these children, their families and their communities. Child neglect becomes the key threat and risk factor which feeds gangsterism where parents abdicate their responsibilities for various reasons. Some parents are unskilled or unemployed, and those employed, because of their long hours of work may become unavailable for supervision. When children are idle they may find themselves falling prey to the gangsterism lifestyle. The programme provides for statutory interventions.

Child and Youth Care Centres programmes for children in need of care and protection includes differentiated programmes for the reception, care, temporary care and development of children as stipulated in Section 191 (2) & (3) of the amended Children's Act No 38 of 2005. There is currently no assessment done on whether or there are gangs in children's homes and there are no reports of gangs in the centres. The admission of the children in the CYCC programme is a statutory intervention. There has not been any plan in place to proactively prevent acts of gangsterism in CYCC that need care and protection.

The Youth Development unit is the Custodian of the Youth Development Strategy of the Department. Its key mandates centre on mobilisation programmes that aim to encourage young people to be active agents of change. Another key mandate is around supporting youth structures, such as youth clubs and youth centres, which ensure that youth are engaged and contributing to community development. The youth programme also includes a mentorship programme, and empowerment programmes such as skills development in the area of life and entrepreneurial skills. This is done through partnerships with various relevant institutions. Youth constantly engage with older persons for a mutual transfer of knowledge as well as cooperation to address issues of equal concern. Intergenerational programmes which the unit coordinates, provide this necessary platform.

14 The National Policy Framework and Strategic plan for the prevention and management of Child Abuse, Neglect & Exploitation 2004.

Community development and community enhancement is the profiling tool of communities that is used for establishment of key challenges and strength in communities. The community development programme involves gathering information in the communities. This enables the Department to know where they can intervene and when they should refer for interventions. Communities, including poor, middle-class and affluent, are where most gangsterism activities take place. OTHER crime related practises linked to gangs that can be ascertained and prevented in the communities are cult practices / extremist activities, occult practices and certain religious practices. These can be profiled for intervention at prevention level.

[15]The Strategy and Guidelines for Children Living and Working in the Streets mentions that children living in poverty are vulnerable to family, social and economic crises that may drive them into street life. It is a proportional view that children living and working in the streets are susceptible to recruitment into gang-related activities and crime in general by organised and non-organised syndicates on the streets. The Department of Social Development as custodian of children has a duty to protect children against gangsterism by proactively working on preventative measures for children working and living on the streets.

The Children's Act 38 of 2005 mandates for the provision of drop in centres for children that are orphaned and vulnerable. The service provides support on a preventative level for many social ills including preventing children from engaging in criminal activities by providing support in the areas of children's development. The interventions described, if coordinated and responsive to the threat and risk factors of gangsterism, will contribute a great deal to the vision of the strategy, objectives, principles and model as outlined below.

4.2. Vision

Upholding the welfare and safety of children and youth at risk and in conflict with the law.

Safety:
Addressing and combating crime and gang related activities in a coordinated and focused manner.

Welfare:
Drawing on the resources of all the Departmental programmes, as well as intersectoral stakeholders.

4.3. Strategic Objectives

The Children's Act 38 of 2005 has a gap in direct ways of dealing with children in gangs, in facilities and in the community. This poses a threat to the security of the CYCCS and that of the country. History tells us that children who are involved in harmful practises associated with gangs are dangerous to themselves and others around them. In the event where fights erupt, the staff and other residents in facilities can be in danger, and should there be no interventions planned and prescribed in place for this phenomenon, and no training provided to the staff to manage gang break outs, this will undermine the efforts to rehabilitate which are objectives of the Secure Care Facility and the sector.

The availability of a policy / strategy that focuses on Anti-Gangsterism in the DSD places the Department in a position to take a stand against gangsterism and develop a total quality management policy for the programme to curb gang operations.

15 The Strategy and Guidelines for Children Living and Working on the Streets 2011.

The objectives of the DSD's Anti-Gangsterism Strategy are drawn from the findings of situational analysis conducted in all the Secure Care Facilities, consultation nationally with Correctional Services, the South African Police Services, the National Intelligence coordinating committee, National Department of Social Development, programmes within DSD representation from all nine provinces and civil society organisations. The objectives of the DSD Anti-Gangsterism strategy for secure care will help achieve the vision of Anti-Gangsterism Strategy and, long term, the objective of NDP. The strategic objectives are as follows:

4.3.1. To provide a strategic directive with regard to the management of gangsterism in secure care by employing the basket of services.

4.3.2. To augment the implementation of legislation, blueprint, minimum norms and standards for children and youth at risk and in conflict with the law and other policies and procedures used for the protection and well-being of children who are involved in gangsterism while in Secure Care Facilities.

4.3.3. To introduce a children and youth at risk and in conflict with the law behaviour management model that seeks to address and balances the therapeutic intervention and security of children.

4.3.4. To facilitate continuous capacity building of staff dealing with children and promote accountability as one of the principle of the children and youth at risk and in conflict with the law.

4.3.4. To guide policies, decisions and activities of all concerned with social protection and child welfare in both the public and the private sectors, including civil society.

4.4.   Guiding Principles

The principles of the Anti-Gangsterism Strategy cannot be separated from the principles and values that guide the service that is provided for children and youth at risk and in conflict with the law. [16] The principles are infinite and those included are the following: a

GUIDING PRINCIPLES

03 ACCOUNTABILITY
Everyone who intervenes with children/young people and their families should be held accountable for the delivery of an appropriate and quality service.

04 APPROPRIATENESS
All services to children/young people and their families should be the most appropriate for the individual, the family and the community

02 AGE APPROPRIATENESS
Every Child should be addressed in a manner appropriate to his or her age and intellectual development and should be spoken to and be allowed to speak in his or her language of choice, through an interpreter, if necessary.

05 FAMILY CENTRED
should be contextualised within the family, the extended family and the community, and support and capacity building to families should be provided through regular developmental assessment and programmes which strengthen the family's development over time.

01 CHILD CENTRED
Positive developmental experiences support and capacity building should be ensured through regular developmental assessment and programmes which strengthen the child's/young person's development over time.

06 CONTINUUM OF CARE AND DEVELOPMENT
Children & their families) should have access to a range of differentiated and integrated services on a continuum of care and development, ensuring access to the least restrictive, least intrusive and most empowering environment

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16 Blueprint, minimum norms and standards for Secure Care Facilities, August 2010

4.5. Anti-gangsterism model for Children and youth at risk and in conflict with the law

The Department of Social Development has come up with a model of managing gangsterism and behaviour for children and youth at risk and in conflict with the law. The model is limited by legislation provisions that are not inclusive of means to address, group anti-social behaviour, riots as a result of gang activities, the security issue from community for children and youth at risk and in conflict with the law and vice versa. The model combines strength from the Crime Control Model used by the Correctional Services of South Africa, a suppression strategy model used in USA and behaviour management prescribed in The Children's Act and used in CYCCs. The behaviour management in The Children's Act, 2005 is for all children regardless of the magnitude and extent of the behaviour presented by them, and that is not holistically assisting secure care with the issue of gangsterism in particular.

The Anti-Gangsterism Strategy for children and youth at risk and in conflict with the law is all encompassing and is aimed to address all kind of behaviours. The focus of this model is on systems, disciplinary measures and techniques. The Department of Social Development's intervention with and for these children must at all times follow the model. In this model focus is on decreasing crime through increased police and prosecutorial abilities by criminalising gang activity with POCA. The objectives of the DSD to address and combat gangsterism are linked to the measures and techniques mentioned and are further aligned to the law enforcement and human development pillars.

[17]The Anti-Gangsterism Strategy requires that primary attention be paid to the efficiency within which the criminal process operates to conduct assessment and profiling. According to this model, crime is the product of moral breakdown. The model further endorses that children who commit crime should take full responsibility for their actions which is a point mentioned in section 69 of the Child Justice Act of 2010

Different organisations have employed numerous strategies to address the influence of gang members. Gang-control strategies designed as a result of identified actions / activities which have been implemented through organisational, legal and legislative means are to be upheld in this model. These and other initiatives have increased momentum in the fight against gangs and have led to a host of specific practices. Some systems have attempted inmate moves or transfers where gang members and their leaders are concentrated, dispersed or distributed throughout the entire system, or are sent to other state institutions. Use of gang renunciation and debriefing programs are to be utilised in the model. Identification, tracking and information-sharing systems are another intervention in this model.

The focus of the Anti-Gangsterism Strategy and a model include, but are not limited to, the separation and isolation which is in terms of regulation 76 (3) of Children's Act, 2005 - a means used to manage behaviour. The model promotes the use of key intervention methods outlined in the objectives which are imperative in reducing gangsterism and managing it.

The model of managing gangsterism and behaviour aligns itself with Regulations 76 of the Children's Act 38 of 2005 and gives directive on the approaches for positive discipline by ensuring the following:

- that children are provided with the skills and support which enable constructive and effective social behaviour. A checklist to measure whether this has been met per child must be developed. It should indicate the skills and their appropriateness to the child's needs identified during profiling and frequency and time is to be allocated to do this and aligned to the youth remand date for those awaiting trial and time of stay in the facility for those sentenced children.

- Staff is demonstrating the expected behaviour by modelling it in their attitude and interactions with the children. The management team of children and youth in conflict with the law are to gather together means that can assist staff to model consistently positive attitude and good mannerisms.
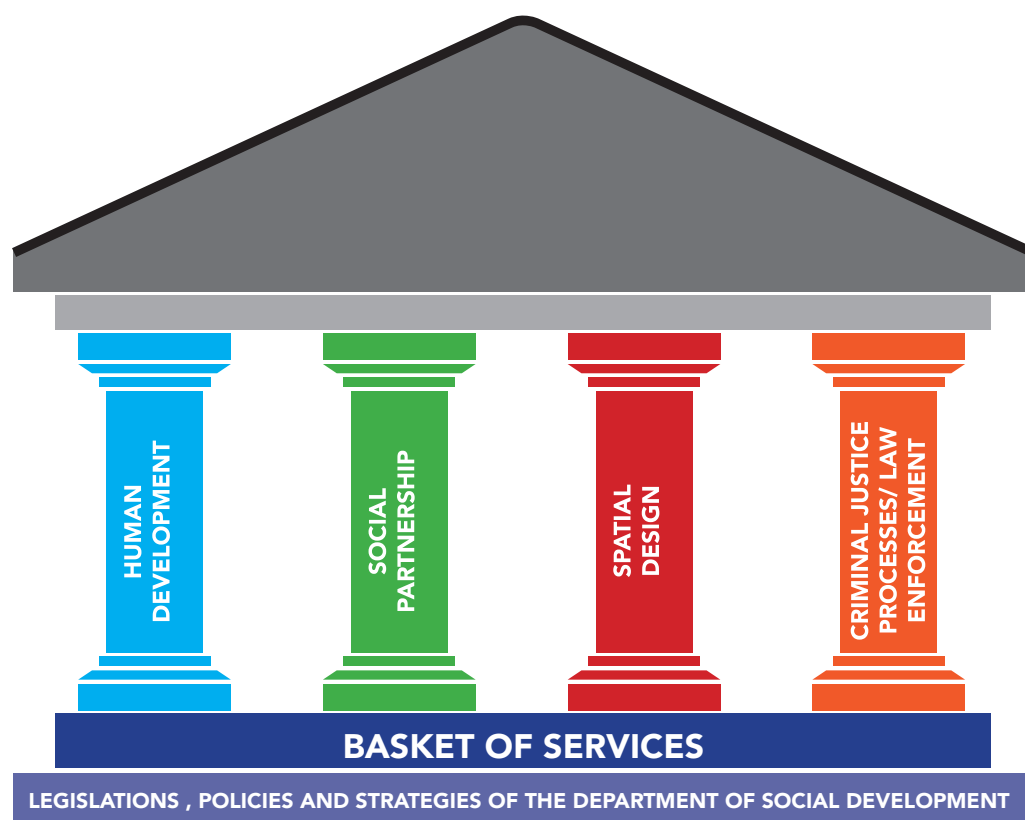
17 Child Justice Act of 2010

- Ensuring that children feel respected and physically, emotionally and socially safe when service providers provide positive discipline. Identifying and defining elements of respect by staff and children on a score card in order to measure compliance. Where there are no compliance considerations areas of improvement are decided on. Additional research on gang violence and children and youth at risk and in conflict with the law provides the following recommendations to address the gang problem that the strategy will utilise.

  » Ensuring through programmes and effective role modelling that children are given opportunity and encouragement to demonstrate and practise positive behaviour. The recommendation on an ethnographic study of violence and care in South Africa conducted by Heidi Sauls (2015)[18] communicates that boys in secure care need to be supported and be provided with preparation that can be given to better guide them in an unknown situation. Peer leader system to support new admission under supervision is useful and live with developmental approach.

  » Children with good conduct under supervision could be assigned to orientate the newcomers. In this way, they gain responsibility and newcomers are introduced into the general population by an 'insider', possibly reducing the abuse of new admissions and making for an easier transition into Secure Care Facilities. This would also address the risk factors highlighted in section (1) - the children who join gangs to protect themselves. It would also assist the youth in developing good self-esteem, and participating in their own developmental transformation.

  » [19]A standardised code of conduct and school safety policy are vital tools in the prevention and management of school-based violence, but should be adjusted to meet the school's specific needs regarding violence and discipline.(Mncube, V. 2014) Schools should have access to effective psychological support to counter the effects of violence and to foster and reinforce effective coping strategies. The linkage with the Department's secure care is that each secure care facility operates a school and working lessons for this environment such as code of conduct should be considered within the secure care facility and be aligned accordingly.

- There is a wealth of research attesting to the importance of sustaining placement stability because experiencing multiple placement changes can have important ramifications for children's development. Frequent placement moves not only compound the issue of being separated from one's parents, but can also result in separation from siblings, relocating to a new geographical area, and experiencing a sense of not belonging, all of which can lead to distress and have a profound negative impact. Children and youth at risk and in conflict with the law are also subjected to different placement before placement into secure care. Such placement includes police cells, court holding cells, even the back of the South African Police Services transport and in Correctional services centres. Addressing this is in the best interest of the youth.

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18 Sauls, H. 2015

19 Mncube, V. 2014

5. KEY PILLARS OF PREVENTION, EARLY INTERVENTION AND STATUTORY INTERVENTION FOR SOCIAL DEVELOPMENT NATIONAL ANTI-GANGSTERISM STRATEGY.

HUMAN DEVELOPMENT

SOCIAL PARTNERSHIP

SPATIAL DESIGN

CRIMINAL JUSTICE PROCESSES/ LAW ENFORCEMENT

BASKET OF SERVICES

LEGISLATIONS , POLICIES AND STRATEGIES OF THE DEPARTMENT OF SOCIAL DEVELOPMENT

5.1. Human development

Human development is described as choices of what people should have, be and do to be able to do to ensure their own livelihood. In other CYCCs and Secure Care Facilities in particular, human development talks to the expansion and use of human capabilities to empower children and youth. Moreover, it is not only basic needs satisfaction but also human development as a participatory and dynamic process.

The relevance of this to children at risk and in conflict with the law is that the human development pillar considers creating an environment in which people can develop their full potential and lead productive, fulfilled lives in accordance with their needs and interests.

5.1.1   Family preservation actions

Gang involvement is a choice, but some children are brought up in families and communities that are strongly influenced by gangs which makes the likelihood of them joining one stronger. This therefore warrants the intervention not to be conducted in isolation of the community and family in particular, in order to heighten the notion of family preservation. Interventions include addressing with families risk factors, positive family values and anti-social behaviour of siblings.

The Child Justice Act puts the most emphasis in dealing with the children in conflict with the law on inclusion and involvement of family members. As such there are diversion orders that it prescribes to endorse this focus of the pillar.

5.2. Social partnership

In Social Development, partnership is one of the values of the department to work together with organs of state and the international community. The responsibility of working with other departments includes the prevention of criminal gangs forming and growing. Social Development has a responsibility to work with other government departments in the different spheres of government and civil society organisations in the implementation of different legislations, policies, strategies and guidelines.

[20]Partnership is defined as a shared commitment, where all partners have a right and an obligation to participate and will be affected equally by the benefits and disadvantages arising from the partnership (Carnwell, R. and Carson, A. 2008). Partnership has attributes that include trust, confidence in accountability, respect for specialist expertise, joint working, teamwork, and blurring of professional boundaries. The members of partnerships share the same vested interests, appropriate governance structures, common goals, transparent lines of communication within and between partners, agreement about the objectives, reciprocity and empathy.

Working in a partnership is a great way to tackle issues effectively, especially issues that affect more than one stakeholder. Social partnership can be cumbersome if not properly managed and when the objectives are not clear. However, cumbersomeness can be reduced by having an implementation and action plan with strategic actions, time frames, and assigned responsibilities as guidance that must be revised after a certain period of time by the champion or authority coordinating.

It will contribute to the success of the DSD Anti-Gangsterism Strategy if the following elements are done in this pillar namely:

- Agreement and understanding of the objectives of the strategy by all partners

- Understanding of how all partners are affected and how they will benefit from working together each in line with his mandate

- Having action plans which are reviewed six-monthly to achieve the objectives of DSD Anti-Gangsterism Strategy.

- Reporting time lines

20 Carnwell, R. and Carson, A. 2008

5.2.1. DSD partners in fighting gangs should include the following Departments and thier formal partnerships.

Department of Social Development

SAPS

CORRECTION SERVICES

COGTA

HOME AFFAIRS

SPIRITUAL LEADERS

SPORTS & RECREATION

EDUCATION

JUSTICE & CONSTITUTIONAL DEVELOPMENT

HEALTH

TREASURY

NGO's

TRADITIONAL LEADERS

FBO's

HOUSING

5.3. Spatial design

Spatial Design combines interior design, architecture, and urban design. Central to Spatial Design is the notion that space is not understood as a container but as interactive. This pillar is aligned in the context of an infrastructure of CYCCs and in the attainment of the DSD Anti-Gangsterism Strategy vision, objectives and principles. CYCCs are referred to as both a programme and a structure hence the definition of CYCCs: the provision of residential care to more than six children outside the child's family environment, in accordance with the residential care programme. This programme is suited for children with behavioural and emotional difficulties and / or in conflict with the law in a facility and secure care with physical containment in a safe and healthy environment.

Most CYCCs were built before legislative reform. In order to prevent gangsterism these CYCCs must review the compliance to the Blueprint minimum norms and standards of secure care for spatial design to contribute in preventing influence on the problem of gangs.

The Blueprint, minimum norms and standards for Secure Care Facilities policy alludes to spatial design as interactive by emphasising that the facilities must be designed in such a way that depict that form follows function. The policies further prescribe the design principle for all Secure Care Facilities. These designs form the building blocks in Secure Care Facility. This is, amongst other things, creating an environment where there is promotion of safety, welfare, which enables the Department to achieve its objective. It is essential that the building blocks prescribed promote the prevention of gang evolvement (by providing a screening area) for those youth who come to the Secure Care Facility while already affiliated to gangs.

In instances where the current design makes children susceptible to learn behaviour, and where the design perpetuates measures to address spatial design issues, this needs to be redressed. Application for funding by the affected province should be done and the problem redressed to prevent the escalation of the gang problem. The intelligence-gathering and suppression strategies activities work. The link between Secure Care Facilities is that it provides lessons to address the gangs using the building blocks or the spatial design which provides a suppression strategy.

5.4. Criminal / Child Justice Processes / law enforcement processes.

The [21]Constitution emphasises the best interests of children, and singles them out for special protection, affording children in conflict with the law specific safeguards, including, among others, the right not to be detained, except as a measure of last resort, and if detained, only for the shortest appropriate period of time; to be treated in a manner and kept in conditions that take account of the child's age; to be kept separately from adults, and to separate boys from girls, while in detention.

The current statutory law does not effectively approach the plight of children in conflict with the law in a comprehensive and integrated manner that takes into account their vulnerability and special needs. Recognising the present realities of crime in the country, and the need to be proactive in crime prevention by placing increased emphasis on the effective rehabilitation and reintegration of children, minimises the potential for re-offending.

The Child Justice pillar seeks to prevent crime including child involvement in gangs by using inter-departmental integration and stakeholders from civil society organisations in fulfilment of coordinated planning, coherent action and effective use of resources to eliminate gangs.

5.4.1 Visible policing

The Safety Volunteer Campaign has become one of the most visible interventions by the Department of Community Safety (DoCS).

The campaign mobilises communities, civil society and other government sectors to co-ordinate their programmes towards an integrated strategy to reduce crime. Integrated Social Crime Prevention initiated coordinated efforts through which national bodies are expected to come up with awareness programmes for children and youth at risk and in conflict with the law that can be monitored and that are aimed at preventing crime. The relationship between the campaigns and Secure Care Facilities is that children detained in Secure Care Facilities are from the communities and thus while the children are receiving rehabilitation and their families are involved, a systematic and coordinated community based action to address gang risks must be initiated.

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21 Constitution, the Republic of South Africa Act 108 of 108

SECTION 5: COORDINATION, IMPLEMENTATION AND MONITORING.

5.1. Coordination and implementation

Coordination is a management principle that is used in facilitating implementation. The following actions are areas expected to be responded to by different programmes at National, Provincial, District and Secure care and / or at CYCCs to address gangsterism.

The Social Crime Prevention programme, or secure care programme (in CYCC) is where the problem of gangs has been formally established. Within the DSD sector gangsterism is a widespread problem experienced in other programmes as well. The prevalence of gangsterism warrants a total quality management plan in place to prevent or deal with gangsterism and its effect within the Social Development segment proactively. The threat and risk factors identified consist of what needs to be addressed by the DSD Anti-Gangsterism strategy vision and objective.

5.2.1. Social Crime Prevention is responsible for:

- developing and reviewing the DSD Anti-Gangsterism strategy.
- the development and coordination of the implementation plan of the strategy at national and in the province.
- designing national tools and procedures for successful prevention of gangsterism amongst children and youth at risk and in conflict with the law.
- facilitating the evaluation of the strategy.

The strategy expects the programme to respond to the threat and risk factors in the document. The programme is to coordinate and report their national and provincial plans of their compliance with the implementation plan of the strategy quarterly from 2017 to 2021 to the National Anti-Gangsterism Strategy

5.2.2.The substance abuse prevention programme and support has a mandate from Prevention and treatment of Substance Abuse Act of preventing substance abuse and its harmful effects.

- The programme is expected to align assessment forms in treatment centres with by gang assessment, classification and profiling to capture involvement in gangs.
- The programme is expected to design programmes that address gangsterism in treatment centres, in their educational awareness campaigns and in their implementation of the drug master plan which will be inclusive of preventing gangsterism.
- The strategy expects the programme to respond to threat and risk factors in the document.
- The programmes are to report national and provincial plans of their compliance with the implementation plan of the strategy quarterly from 2017 to 2021 to the National Department of Social Development-Social Crime Prevention.

The White Paper on families in South Africa (2013) acknowledged as the contributing factors to crime and teenage pregnancy are common gang activities, coercion, substance abuse and others as threatening the family unit.

5.2.3.The Victim Empowerment Programme (VEP) is guided by policies and legislations such as the Domestic Violence Act 116 of 1998 (as amended) and the Prevention and Combating of Trafficking in Persons Act, 2013 that protects the victims of crime and in particular those of domestic violence and human trafficking.

- The VEP in their provision of psycho-social intervention the strategy requires that they design and provide prevention programme that address the cycle of victims into perpetuating the same crime.
- The strategy expects the programme to respond to the threat and risk factors in the document.
- The programmes to report national and provincial plans of their compliance with the implementation plan of the strategy quarterly from 2017 to 2021 to the National Department of Social Development-Social Crime Prevention.

5.2.4. Within the Child protection programme of DSD and in particular child trafficking, child labour, child pornography, child prostitution and Cyber-crime (CTLPPC)

- The programme additional to psycho-social support to design programmes that prevent the children victims of child exploitation from perpetuating the same crime.
- The programme to include in their educational awareness campaigns prevention of gangsterism
- The strategy expects the programme to respond to the threat and risk factors in the document.
- The programmes to report National and provincial plans of their compliance with the implementation plan of the strategy quarterly from 2017 to 2021 to the National Department of Social Development-Social Crime Prevention.

5.2.5.The National Policy Framework and Strategic Plan for the Prevention and Management of Child Abuse, Neglect and Exploitation aims to reduce the incidence of child abuse, neglect and exploitation in South Africa.

- The programmes to address the gangsterism prevention in their provision of the service to the children.
- The strategy expects the programme to respond to the presenting needs/ threat and risk factors as their niche to the anti-gangsterism strategy aligned to the threat and risk factors in the document.
- The programmes to report national and provincial plans of their compliance with the implementation plan of the strategy quarterly from 2017 to 2021 to the National Department of Social Development-Social Crime Prevention.

5.2.6.The Department has a responsibility to provide appropriate alternative care to children when removed from the family environment; this includes protecting them from gangsterism threats and other risk factors. There has to be a plan in place to proactively, prevent the acts of gangsterism in CYCCs.

The programme is expected to:
- align their assessment form in Children's home, foster parent's workshops with gang assessment, classification and profiling to capture involvement in gangs.
- design programmes that proactively address gangsterism prevention in children's homes and workshops or gatherings of foster parents, in their educational awareness campaigns.
- respond to the threat and risk factors in the document.
- report national and provincial plans of their compliance with the implementation plan of the strategy quarterly from 2017 to 2021 to the National Department of Social Development-Social Crime Prevention.

5.2.7. The Youth Development unit is the custodian of the youth development strategy of the Department of Social Development.

Additional to the objective of the youth Camps the Strategy expects the programme to:

- address gangsterism prevention.
- support children and youth at risk and in conflict with the law identified through community profiling in their mentorship programme.
- Respond to the threat and risk factors in the document.
- Report national and provincial plans of their compliance with the implementation plan of the strategy quarterly from 2017 to 2021 to the National Department of Social Development-Social Crime Prevention.

5.2.8. The Community Development, Community enhancement programme is the custodian of communities and is used for dialogues or establishment of key challenges for interventions and strength in communities.

The programme has a responsibility in this Anti-Gangsterism strategy to:

- incorporate gangsterism assessment, classification in their community profiling.
- Cascade the information gathered from communities affected by gangs for interventions by relevant programmes in the Strategy.
- Respond to the threat and risk factors
- Report national and provincial plans of their compliance with the implementation plan of the strategy quarterly from 2017 to 2021 to the National Department of Social Development-Social Crime Prevention.

5.2.9. The Strategy and Guidelines for Children Living and Working in the Streets mentions that children living in poverty are vulnerable to family, social and economic crises that may drive them into street life.

The programme is to:

- address gangsterism with their target group
- Submit national and provincial plans of their compliance with the implementation plan of the strategy quarterly from 2017 to 2021 to the National Department of Social Development-Social Crime Prevention.

5.2.10. The Children's Act, 38 of 2005 mandates for the provision of drop in centres for children that are vulnerable.

- Continuous provision of support services for children and youth without support from their families in dropping centres.
- Facilitating Intra–Departmental support and empowerment of Families (from basket of services) to take over their support of children
- The strategy expects the programme to respond to the threat and risk factors.
- The programmes must report National and provincial plans of their compliance with the implementation plan of the strategy quarterly from 2017 to 2021 to the National Department of Social Development-Social Crime Prevention.
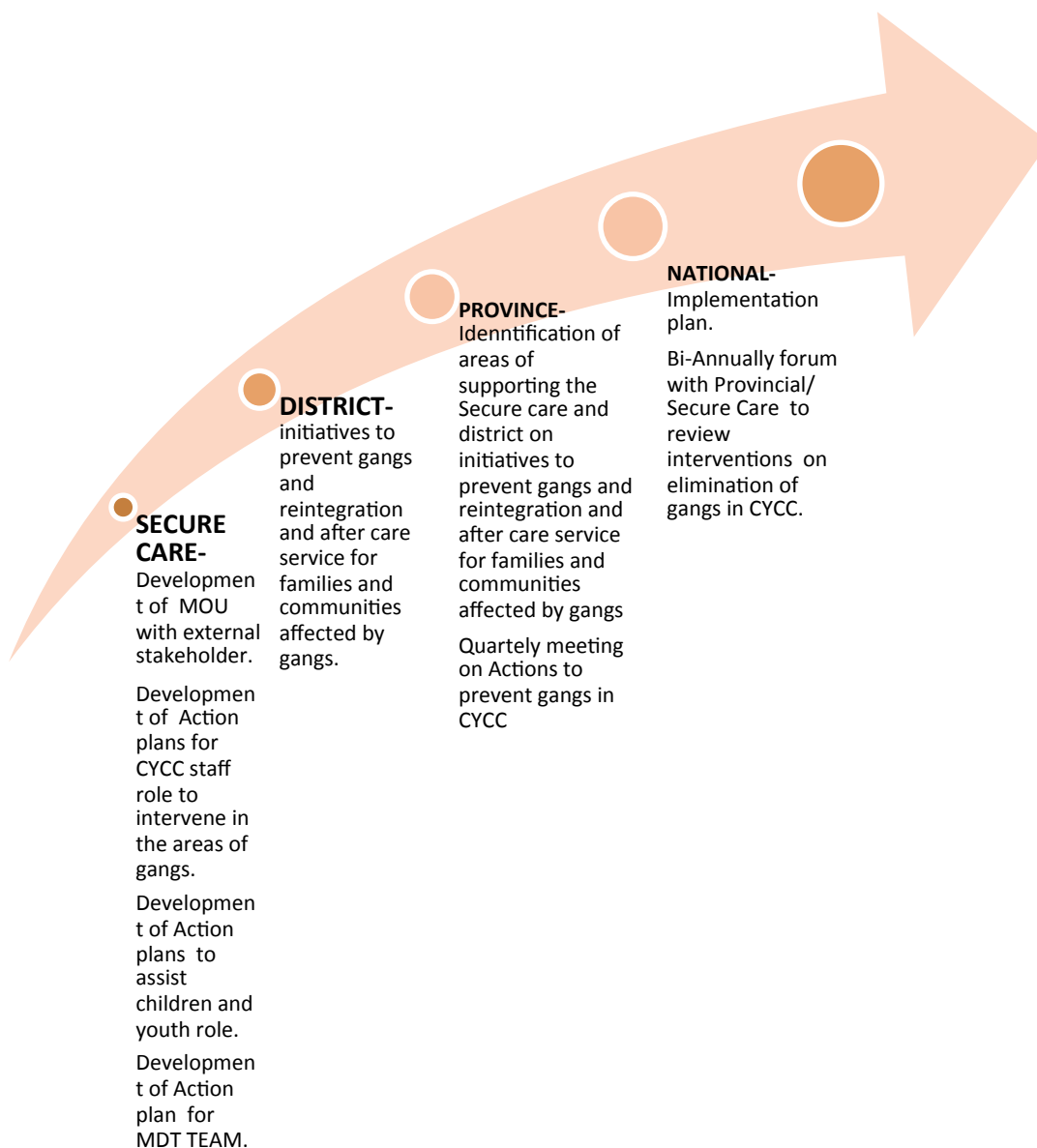
5.2. Monitoring and Evaluations

Monitoring involves collecting, analysing, and reporting data on inputs, activities, outputs, outcomes and impacts as well as external factors, in a way that supports effective management. Monitoring aims to provide managers, decision makers and other stakeholders with regular feedback on progress implementation. The importance of monitoring for the Anti-Gangsterism Strategy is essential to ensure the successful implementation and cannot be over emphasised.

Like the strategy itself the Evaluation is a time-bound and periodic exercise that seeks to provide credible and useful information to answer specific questions to guide decision making by staff, managers and policy makers. Evaluations may assess relevance, efficiency, effectiveness, impact and sustainability. Impact evaluations examine whether underlying theories and assumptions were valid, what worked, what did not and why. Evaluation can also be used to extract crosscutting lessons from operating unit experiences and determining the need for modifications to strategic results frameworks results and early indicators of problems that need to be corrected. It usually reports on actual performance against what was planned or expected (Policy Framework for the Government Wide Monitoring.) Proposed meetings on implementation of the DSD Anti-Gangsterism Strategy amongst others that are quarterly and bi annually will seek to achieve the purpose of evaluation.

SECURE CARE- Development of MOU with external stakeholder.

Development of Action plans for CYCC staff role to intervene in the areas of gangs.

Development of Action plans to assist children and youth role.

Development of Action plan for MDT TEAM.

DISTRICT- initiatives to prevent gangs and reintegration and after care service for families and communities affected by gangs.

PROVINCE- Idenntification of areas of supporting the Secure care and district on initiatives to prevent gangs and reintegration and after care service for families and communities affected by gangs

Quartely meeting on Actions to prevent gangs in CYCC

NATIONAL- Implementation plan.

Bi-Annually forum with Provincial/ Secure Care to review interventions on elimination of gangs in CYCC.

SECTION 6 IMPLEMENTATION PLAN

6.1. Provincial plan

DSD Anti-Gangsterism Strategy for Children and Youth Objective: management of gangsterism and behaviour using the model				
Pillars: Human development				
Threat and risk factors: **secure care**				
Indicator	**Key actions**	**Responsibility**	**Reporting period**	**Outcome**
No of staff in secure care identified for training needs	Development of pro-forma for assessing the training needs of staff in secure care and outsourced centres.	Province (aligned with hr policies) Current needs of children Secure care manager	**Quarterly**	Staff training needs assessed through a pro-forma
Number of staff trained	Capacity building on coaching and mentoring	Provincial department		Secure care staff trained
No of staff attended debriefing	Team building	Secure care and province		Staff empowered
	Continuously re-assessing the scope and impact of current and future gang behaviour modification programmes to prevent propagation of gang culture in the secure care			
DSD ANTI-GANGSTERISM STRATEGY FOR SECURE CARE FACILITIES OBJECTIVE: management of gangsterism and behaviour through the model				

Pillars: Human development				
Threat and risk factors: individual factor				
Indicator	**Key actions**	**Responsibility**	**Reporting period**	**Outcome**
Number of children and youth in secure care empowered	Implementation of therapeutic programmes	Secure care	Quarterly	Children and youth in secure care empowered.
	Identification of youth in gangs in SCFs			
	Protection of children (who are not in gangs) from those participating in gang activities.	Secure care		
	Establishment of peer leader system	Secure care		
	Development of code of conduct.	Province/ secure care management board		
	Signing of code of conduct by a child and a family member.	Children and significant other/ parent		
	Empowerment on absent father vulnerabilities/ needs/ family rejection.	Secure care - families' directorate coordinator in the provinces.		
	Empowerment on prevention of domestic violence	Secure care/ province and VEP coordinator in the province.		
	Gang prevention and elimination - gang renunciation incentives			

DSD ANTI-GANGSTERISM STRATEGY FOR SECURE CARE FACILITIES OBJECTIVE: management of gangsterism and behaviour through employing basket of services

Pillars: human development				
Threat and risk factors: family factors				
Indicator	**Key actions**	**Responsibility**	**Reporting period**	**Outcome**
Number of families of children and youth in secure care empowered.	Signing of code of conduct by a child and a family member.	Secure care & management boards	**Quarterly**	Empowerment of families Family re-unification
	Workshops for parents of children and youth in the secure care on the outcomes to be achieved in the care plan of child (ren)	Secure care		
	Providing interventions for unskilled parents in line with the care plan outcomes of the child	Secure care / provincial coordinator / families' provincial coordinator		
	Restorative services training of families of children in SCFs	Secure care / probation officer/ province		
	Training of families of children who are child headed	Secure care / district office / families		
	Improving access of former offenders with skills to employment opportunities through partnerships with the private sector and government to ensure sustainable jobs for ex-offenders	**Isibindi model**		

DSD ANTI-GANGSTERISM STRATEGY FOR SECURE CARE FACILITIES OBJECTIVE: MANAGEMENT of gangsterism and behaviour through employing basket of services

Pillar (s): social partnership

Threat and risk factor: community

Indicator	Key actions	Responsibility	Reporting period	Outcome
Number of community awareness campaigns conducted in communities affected and infected by gangs.	Identification of communities affected by gangs where children are coming from and neighbouring.	Social crime prevention Secure care/district province	**Quarterly**	Community profiling of gangs conducted
	Community awareness campaigns in communities affected and infected by gangs			DSD community awareness
	Joint community awareness campaigns in communities affected and infected by gangs			Joint community awareness
	Linking with DBE and saps on the prevention of anti-gangsterism standing planning dates.			
	Participation in joint community awareness – social partnership			
	Using current re-integration and outreach programmes to improve social cohesion and contribute towards restorative justice			Implementation of SCP integrated strategy

DSD ANTI-GANGSTERISM STRATEGY FOR SECURE CARE FACILITIES OBJECTIVE: To augment the implementation of the Legislation, Blueprint and other policies and procedures used for the protection and well-being of children who are involved in gangsterism while in Secure Care Facilities.

Pillar (S) Spatial Design

Threat and Risk Factor: Secure Care

Indicator	Key Actions	Responsibility	Reporting Period	Outcome
Number of secure care action plans for the gaps identified in National Audit report	Compliance with minimum security standards for Secure Care Facilities in the blueprint, norms and standards.	Social Crime Prevention Secure Care/ Province	Quarterly	Compliance with set standards / blue print
	Number of building in Secure Care Facilities upgraded in compliance to norms and standards			Compliance with set standards / blueprint
	Development of action plan for gaps identified in National Audit report.			Compliance with set standards / blueprint
Number of Secure Care Facilities branded as DSD as per Blueprint specification	Branding of secure care (including indication that it is a Gun Free or weapon free zone)			Compliance with set standards / blueprint

DSD ANTI-GANGSTERISM STRATEGY FOR SECURE CARE FACILITIES OBJECTIVE: To augment the implementation of the Legislation, Blueprint and other policies and procedures used for the protection and well-being of children who are involved in gangsterism while in Secure Care Facilities.					
Pillar (S): Child Justice Process					
Threat and Risk Factor: Secure Care					
Indicator	**Key Actions**	**Responsibility**	**Reporting Period**	**Outcome**	
Integrated national framework on cooperation with law enforcement agencies on gang related offences / incidents for children.	Development of a national framework on cooperation with law enforcement agencies on gang related offences / incidents.		Quarterly	Integrated national framework on cooperation with law enforcement agencies on gang related offences / incidents developed	
IMS	**Improving case management** with regard to the transfer and management of children from secure facilities	Social crime prevention		Updated case management system	

6.2. National Plan

DSD ANTI-GANGSTERISM STRATEGY FOR CHILDREN AND YOUTH OBJECTIVE: MANAGEMENT OF GANGSTERISM AND BEHAVIOUR USING THE MODEL				
Pillars: Human Development				
Threat And Risk Factors: Secure Care				
Indicator	**Key Actions**	**Responsibility**	**Reporting Period**	**Outcome**
Reduce the incidences of social crime, substance abuse and facilitate the provision of support services to target groups	Approval of DSD anti-gangsterism strategy for children and youth at risk and in conflict with the law. Finalisation of gang assessment, profiling and classification tool.	Social crime prevention programme	Quarterly	Reduced incidences of social crime, substance abuse Number of support services provided to target groups
Number of reports on threat and risk assessment of security done in Secure Care Facilities.	Assessment of security done in Secure Care Facilities.			
DSD ANTI-GANGSTERISM STRATEGY FOR TREATMENT CENTRES, SCHOOLS AND INSTITUTIONS OF HIGHER LEARNING OBJECTIVE: MANAGEMENT OF GANGSTERISM AND BEHAVIOUR THROUGH THE MODEL				
PILLARS: HUMAN DEVELOPMENT				
THREAT AND RISK FACTORS: INDIVIDUAL FACTOR				
Indicator	**Key Actions**	**Responsibility**	**Reporting Period**	**Outcome**
Reduce the incidences of social crime, substance abuse and facilitate the provision of support services to target groups	Finalisation of capacity building of training of master trainers on therapeutic programmes. Facilitating the provision of vocational programmes.	Social crime prevention programme	Quarterly	Reduced incidences of social crime, substance abuse Number of support services provided to target groups
DSD ANTI-GANGSTERISM STRATEGY FOR SECURE CARE FACILITIES OBJECTIVE: MANAGEMENT OF GANGSTERISM AND BEHAVIOUR THROUGH EMPLOYING BASKET OF SERVICES				
PILLARS: HUMAN DEVELOPMENT				
THREAT AND RISK FACTORS: FAMILY FACTORS				
Indicator	**Key Actions**	**Responsibility**	**Reporting Period**	**Outcome**
Reduce the incidences of social crime, substance abuse and facilitate the provision of support services to target groups	Finalisation of capacity building of master trainers on therapeutic programmes family / parental workshops	Social crime prevention programme	Quarterly	Reduced incidences of social crime, substance abuse Number of support services provided to target groups

DSD ANTI-GANGSTERISM STRATEGY FOR SECURE CARE FACILITIES OBJECTIVE: MANAGEMENT OF GANGSTERISM AND BEHAVIOUR THROUGH EMPLOYING BASKET OF SERVICES				
PILLAR (S): SOCIAL PARTNERSHIP				
THREAT AND RISK FACTOR: COMMUNITY				
INDICATOR	**KEY ACTIONS**	**RESPONSIBIL-ITY**	**REPORTING PERIOD**	**OUTCOME**
Reduce the incidences of social crime, substance abuse and facilitate the provision of support services to target groups	Finalisation of capacity building of master trainers on therapeutic programmes family / parental workshops	Social crime prevention programme	Quarterly	Reduced incidences of social crime, substance abuse Number of support services provided to target groups

DSD ANTI-GANGSTERISM STRATEGY FOR CHILDREN AND YOUTH OBJECTIVE: MANAGEMENT OF GANGSTERISM AND BEHAVIOUR USING THE MODEL				
PILLARS: HUMAN DEVELOPMENT				
THREAT AND RISK FACTORS: TREATMENT CENTRES				
INDICATOR	**KEY ACTIONS**	**RESPONSIBILITY**	**REPORTING PERIOD**	**OUTCOME**
Reduce the incidences of social crime, substance abuse and facilitate the provision of support services to target groups	Finalisation of capacity building of master trainers on therapeutic programmes family / parental workshops	Social crime prevention programme	Quarterly	Reduced incidences of social crime, substance abuse Number of support services provided to target groups

DSD ANTI-GANGSTERISM STRATEGY FOR TREATMENT CENTRES, SCHOOLS AND INSTITUTIONS OF HIGHER LEARNING OBJECTIVE: MANAGEMENT OF GANGSTERISM AND BEHAVIOUR THROUGH THE MODEL				
PILLARS: HUMAN DEVELOPMENT				
THREAT AND RISK FACTORS: INDIVIDUAL FACTOR				
INDICATOR	**KEY ACTIONS**	**RESPONSIBILITY**	**REPORTING PERIOD**	**OUTCOME**
Reduce the incidences of social crime, substance abuse and facilitate the provision of support services to target groups	Finalisation of capacity building of master trainers on therapeutic programmes family / parental workshops	Social crime prevention programme	Quarterly	Reduced incidences of social crime, substance abuse Number of support services provided to target groups

DSD ANTI-GANGSTERISM STRATEGY FOR SECURE CARE FACILITIES OBJECTIVE: MANAGEMENT OF GANGSTERISM AND BEHAVIOUR THROUGH EMPLOYING BASKET OF SERVICES

PILLARS: HUMAN DEVELOPMENT

THREAT AND RISK FACTORS: FAMILY FACTORS

INDICATOR	KEY ACTIONS	RESPONSIBILITY	REPORTING PERIOD	OUTCOME
Reduce the incidences of social crime, substance abuse and facilitate the provision of support services to target groups		Substance abuse prevention programme	Quarterly	Reduced incidences of social crime, substance abuse Number of support services provided to target groups

DSD ANTI-GANGSTERISM STRATEGY FOR SECURE CARE FACILITIES OBJECTIVE: MANAGEMENT OF GANGSTERISM AND BEHAVIOUR THROUGH EMPLOYING BASKET OF SERVICES

PILLAR (S): SOCIAL PARTNERSHIP

THREAT AND RISK FACTOR: COMMUNITY

INDICATOR	KEY ACTIONS	RESPONSIBILITY	REPORTING PERIOD	OUTCOME
Reduce the incidences of Social Crime, substance abuse and facilitate the provision of support services to target groups	Educational Campaigns	Substance abuse prevention programme	Quarterly	Reduced incidences of social crime, substance abuse and Number of support services provided to target groups

DSD ANTI-GANGSTERISM STRATEGY FOR CHILDREN AND YOUTH OBJECTIVE: MANAGEMENT OF GANGSTERISM AND BEHAVIOUR USING THE MODEL

PILLARS: HUMAN DEVELOPMENT

THREAT AND RISK FACTORS: INDIVIDUAL FACTOR

INDICATOR	KEY ACTIONS	RESPONSIBILITY	REPORTING PERIOD	OUTCOME
Strengthening family care and support	Development or approval and or capacity building on the Holiday programme	Families	Quarterly	Strengthened family care and support

DSD ANTI-GANGSTERISM STRATEGY FOR SECURE CARE FACILITIES OBJECTIVE: MANAGEMENT OF GANGSTERISM AND BEHAVIOUR THROUGH EMPLOYING BASKET OF SERVICES

PILLARS: HUMAN DEVELOPMENT

THREAT AND RISK FACTORS: FAMILY FACTORS

INDICATOR	KEY ACTIONS	RESPONSIBILITY	REPORTING PERIOD	OUTCOME
Strengthening family care and support	Capacity building on National Parenting programme	Families	Quarterly	Strengthened family care and support

DSD ANTI-GANGSTERISM STRATEGY FOR CHILDREN AND YOUTH OBJECTIVE: MANAGEMENT OF GANGSTERISM AND BEHAVIOUR USING THE MODEL				
PILLARS: HUMAN DEVELOPMENT				
THREAT AND RISK FACTORS: INDIVIDUAL FACTOR				
INDICATOR	**KEY ACTIONS**	**RESPONSIBILITY**	**REPORTING PERIOD**	**OUTCOME**
Reduce the incidences of social crime, substance abuse and facilitate the provision of support services to target groups	Provision of psychosocial intervention in the Gender based Violence centres	Victim empowerment programmes.	Quarterly	Reduced incidences of social crime, substance abuse and number of support services provided to target groups
DSD ANTI-GANGSTERISM STRATEGY FOR SECURE CARE FACILITIES OBJECTIVE: MANAGEMENT OF GANGSTERISM AND BEHAVIOUR THROUGH EMPLOYING BASKET OF SERVICES				
PILLARS: HUMAN DEVELOPMENT				
THREAT AND RISK FACTORS: FAMILY FACTORS				
INDICATOR	**KEY ACTIONS**	**RESPONSIBILITY**	**REPORTING PERIOD**	**OUTCOME**
Reduce the incidences of social crime, substance abuse and facilitate the provision of support services to target groups	National Policy Framework on victim empowerment. Implementation of the South African Integrated Programme of Action addressing Gender Based Violence	Victim empowerment programmes	Quarterly	Reduced incidences of social crime, substance abuse and number of support services provided to target groups
DSD ANTI-GANGSTERISM STRATEGY FOR SECURE CARE FACILITIES OBJECTIVE: MANAGEMENT OF GANGSTERISM AND BEHAVIOUR THROUGH EMPLOYING BASKET OF SERVICES				
PILLAR (S): SOCIAL PARTNERSHIP				
THREAT AND RISK FACTOR: COMMUNITY				
INDICATOR	**KEY ACTIONS**	**RESPONSIBILITY**	**REPORTING PERIOD**	**OUTCOME**
Reduce the incidences of Social Crime, substance abuse and facilitate the provision of support services to target groups	Educational Awareness Campaigns	Victim empowerment programmes	Quarterly	Reduced incidences of social crime, substance abuse and number of support services provided to target groups

DSD ANTI-GANGSTERISM STRATEGY FOR CHILDREN AND YOUTH OBJECTIVE: MANAGEMENT OF GANGSTERISM AND BEHAVIOUR USING THE MODEL				
PILLARS: HUMAN DEVELOPMENT				
THREAT AND RISK FACTORS: INDIVIDUAL FACTOR				
INDICATOR	**KEY ACTIONS**	**RESPONSIBILITY**	**REPORTING PERIOD**	**OUTCOME**
Child Care and protection. Reduce the incidences of social crime, and facilitate the provision of support services to target groups.	Educational awareness Conducting awareness and public education	Child exploitation, child labour, child pornography and cyber-crime. Child Neglect	Quarterly	Child care and protection Reduced incidences of social crime.
	Design programmes that will address the identified gaps and respond to the foster children and foster families' needs.	Foster Care		
DSD ANTI-GANGSTERISM STRATEGY FOR SECURE CARE FACILITIES OBJECTIVE: MANAGEMENT OF GANGSTERISM AND BEHAVIOUR THROUGH EMPLOYING BASKET OF SERVICES				
PILLARS: HUMAN DEVELOPMENT				
THREAT AND RISK FACTORS: FAMILY FACTORS				
INDICATOR	**KEY ACTIONS**	**RESPONSIBILITY**	**REPORTING PERIOD**	**OUTCOME**
Child Care and protection Reduce the incidences of social crime, and facilitate the provision of support services to target groups	Educational awareness	Orphans and vulnerable Children	Quarterly	Child care and protection
DSD ANTI-GANGSTERISM STRATEGY FOR SECURE CARE FACILITIES OBJECTIVE: MANAGEMENT OF GANGSTERISM AND BEHAVIOUR THROUGH EMPLOYING BASKET OF SERVICES				
PILLAR (S): SOCIAL PARTNERSHIP				
THREAT AND RISK FACTOR: COMMUNITY				
INDICATOR	**KEY ACTIONS**	**RESPONSIBILITY**	**REPORTING PERIOD**	**OUTCOME**
Reduce the incidences of social crime, and facilitate the provision of support services to target groups	Provision of basket of services in Dropping centre services	Orphans and vulnerable groups	Quarterly	Reduced incidences of social crime, substance abuse and number of support services provided to target groups

DSD ANTI-GANGSTERISM STRATEGY FOR CHILDREN AND YOUTH OBJECTIVE: MANAGEMENT OF GANGSTERISM AND BEHAVIOUR USING THE MODEL				
PILLARS: HUMAN DEVELOPMENT				
THREAT AND RISK FACTORS: INDIVIDUAL FACTOR				
INDICATOR	**KEY ACTIONS**	**RESPONSIBILITY**	**REPORTING PERIOD**	**OUTCOME**
Reduce the incidences of social crime, and facilitate the provision of support services to target groups	Provision of mentorship programmes	Youth develop-ment	Quarterly	Reduced incidences of social crime preven-tion. Empowerment of youth
DSD ANTI-GANGSTERISM STRATEGY FOR SECURE CARE FACILITIES OBJECTIVE: MANAGEMENT OF GANGSTERISM AND BEHAVIOUR THROUGH EMPLOYING BASKET OF SERVICES				
PILLAR (S): SOCIAL PARTNERSHIP				
THREAT AND RISK FACTOR: COMMUNITY				
INDICATOR	**KEY ACTIONS**	**RESPONSIBILITY**	**REPORTING PERIOD**	**OUTCOME**
Reduce the incidences of social crime, and facilitate the provision of support services to target groups	Profiling the needs of the community for Mikondzo and Ministe-rial events	Community Devel-opment enhancing	Quarterly	Reduced incidences of social crime, substance abuse and number of support services provided to target groups

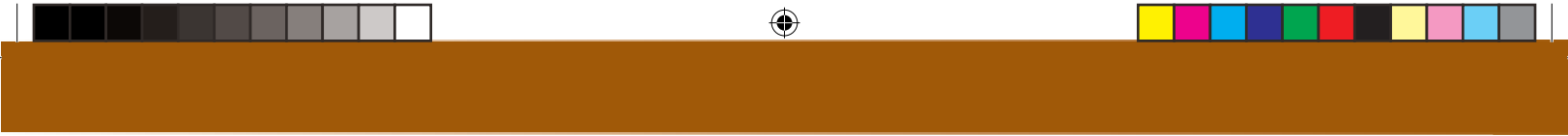## 7.   REFERENCES

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Notes

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