IMPROVING SAFETY AND SECURITY

Principles, policy and plans
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1. Introduction

In the apartheid era, the police force in South Africa was widely regarded as an agent of insecurity, used as an instrument to serve the interests of the authoritarian regime and protect the welfare of a racial minority in the country. This necessitated urgent reform of the police in post-apartheid South Africa. In recognition of this, through the introduction of the National Crime Prevention Strategy (1996) and the White Paper on Safety and Security (1998) as well as initiatives to reform the criminal justice system in the years immediately following the onset of democracy, the national government attempted to improve public perceptions of the police and transform the police into a custodian of safety and security for all communities across South Africa.

Despite these efforts, levels of crime and insecurity in South Africa are among the highest in the world. The threat of violent crime remains a constant feature of daily life for millions of South Africans. While crime levels in most categories have declined since reaching a peak around 2002 and 2003, criminal activity in the country has become increasingly violent. Moreover, increases in categories such as gender-based violence, house and street robbery and attacks linked to xenophobia continue to generate widespread feelings of insecurity and vulnerability among citizens and expatriates living in the country, which are perpetuated by the media. As a result, it has been argued that “the national psyche remains gripped by a chronic obsession with crime and the trauma it causes.”

At the same time, levels of public trust and confidence in the capabilities of the South African Police Service (SAPS) are notably low. Reports and controversies related to the excessive use of force by SAPS members have become increasingly frequent in recent years and, in the past few months, have risen to the fore through a number of high profile incidents. According to some commentators, this is a
product, at least in part, of the erroneous belief among certain members of the police leadership and political leaders that greater use of force by the police is required to effectively reduce crime levels and enhance respect for police in South Africa.

The prevalence of crime, particularly violent crime, and persistent fears over public safety in South Africa has long-term implications for social cohesion, democracy and economic development in the country. This policy document highlights the most prominent issues undermining safety and security in South Africa and presents a framework of principles that informs Agang’s plans to address these problems.

The remainder of the document is structured into five sections.

- An account of the main features of the safety and security apparatus under the apartheid regime in South Africa, providing a historical context from which to analyse the reforms that have been made since 1994 and the continuities that remain from the apartheid era.
- A summary of the key changes to improve safety and security that have been implemented since the onset of democracy in South Africa.
- A brief outline of the current state of safety and security in South Africa is provided.
- A summary of the principles that guide Agang’s policy on safety and security.
- The identification of the most pressing problems impacting on safety and security in the country, along with a detailed outline of Agang’s plans to deal with each of these problems directly.
2. Historical Context: Safety and Security during the Apartheid Era

The police were allocated a key role in maintaining apartheid rule in South Africa. Specifically, the police force was tasked with imposing racial segregation in South Africa during the apartheid era by enforcing segregation laws, defending white minority rule and protecting white South Africans from crime and political disruption.

In this respect, rather than performing traditional crime-fighting and citizen-protection functions, the police force was used by the apartheid government as a political instrument of oppression. Similarly, alongside the police the apartheid government created a comprehensive security apparatus which was also utilised as an instrument for political repression. To this end, the apartheid-era defence force was assigned a central role in dealing with internal and external threats to apartheid South Africa.

Under apartheid rule the police in South Africa earned a notorious reputation for brutality. This was only exacerbated by the highly militarised and hierarchical structure of the various apartheid-era police organisations. During apartheid, for instance, police officers were given military ranks and titles. In practice, heavy-handed policing, a lack of restraint in the use of force, abuses of power, bias against black South Africans and a lack of respect for human rights or due process were all features of the approach to policing adopted during the apartheid years. These were fuelled by the widespread powers granted to police under apartheid, particularly in relation to the use of deadly force. The Internal Security Act, for instance, enabled police to use firearms to disperse an unlawful gathering, and did not require officers to provide prior warning or to use minimum force where
applicable. This legislation was frequently invoked as a mechanism to suppress anti-apartheid demonstrations.

The police force’s central role in the enforcement of unpopular racial segregation laws, together with its brutish reputation, seriously undermined its legitimacy in South Africa. In particular, it alienated the police from the country’s majority black population. As a result, police officers were unpopular and frequently targeted for abuse and violence. The situation was not helped by the notable lack of diversity in terms of race and gender in the apartheid era police force. The senior ranks of the SAP, for instance, were dominated by white Afrikaner males – which only served to reinforce racial and gender-specific divisions associated with the police.

Over time, the police in apartheid South Africa became highly decentralized. By 1990, a total of 11 police forces were operating in South Africa, with this number comprising the South African Police (SAP) and 10 separate homeland police forces. The latter were created in the 1970s and 1980s and included many core members drafted from the SAP. Importantly, the homeland police forces were able to operate with a considerable degree of autonomy from the police headquarters in Pretoria and were given significant leeway in the execution of police powers. This created ample opportunities for corruption and the development of patronage networks within the individual forces. Furthermore, the decentralization and localization of police control under apartheid entrenched differences in the quality of police services provided to black and white South Africans.
3. Changes Implemented Since 1994

In broad terms, the African National Congress (ANC) led government faced the considerable task of reforming the police from a brutish force used primarily by the apartheid government as an instrument of oppression into a police service that would serve all South Africans and be effective in fighting crime. Given the extent of this challenge, the newly elected government quickly realised that the reform process would need to be implemented gradually.

Reforms to the police in South Africa actually began as early as 1991, even prior to the transition to democratic rule in 1994. As the political environment in the country began to change, the SAP initiated internal reforms focusing on the following key areas of change:

- Depoliticising the police force.
- Improving community accountability.
- Introducing more visible policing.
- Establishing improved and effective management practices.
- Reforming the police training system.
- Restructuring the police force.

This was followed in the same year by the National Peace Accord, a multi-party agreement designed to alleviate political violence in the early transition to democratic rule. The Peace Accord established new procedures and norms of conduct to guide the manner in which the South African police should handle actual or potential political violence. It also introduced independent monitoring of police action, thereby representing a key departure from the largely unrestrained manner in which the police acted during apartheid.
A major change in the immediate aftermath of the fall of apartheid was the institutionalisation of civilian oversight and control. To this end, a civilian Secretariat for Safety and Security was established in 1994 to promote accountability and transparency in the police service (focusing particularly on accountability in terms of policy, budgeting and transformation issues). This move was intended to separate police management’s policy and operational command functions. This was later enhanced through the creation of a statutory Independent Complaints Directorate to operate independently of the police and investigate complaints of police misconduct.

A significant challenge confronting the newly elected democratic government revolved around the issue of how to integrate the 11 separate police forces that operated under apartheid into a single entity. To achieve this, a systematic process of restructuring, reorientation and retraining (police training was systematically demilitarized and officers received training in human rights) was undertaken to integrate the various police organisations into a single crime-fighting service.

The first National Commissioner of Police for the new police service in South Africa was quick to emphasise the need to make a “clean and definite break with the past” and improve the legitimacy of the police service so that it would be accepted by the majority of South Africans. In practice, this was achieved in part through a number of symbolic changes. To emphasise the shift from a police force to a police service, the name of the police was changed to the South African Police Service (SAPS) following the amalgamation of the 11 apartheid-era police forces into a single national entity. Similarly, the system of using military ranks for police officers was replaced with a new system based on the British model. Other cosmetic changes included the introduction of a new police uniform and new insignia for the SAPS, and the alteration of the colour of police vehicles from yellow to white and blue.
In 1995, the enactment of the SAPS Act resulted in a number of major innovations to the structure and operations of the police service in South Africa. Specifically, the Act prompted the restructuring of the police service into national divisions, provincial demarcations, areas (representing groups of stations within a district) and stations. To improve transparency, the Act required that the National Commissioner of Police publicise his or her plans, priorities and objectives on an annual basis.

In order to improve the accountability of the police and repair its relationship with citizens in South Africa, the Act required that each local police station create a Community Policing Forum. These Forums were intended to create a mechanism through which commissioners could liaise with community members and be held accountable by the local community.

While the early attempts to reform the police service in South Africa focused primarily on improving the legitimacy of the police and its acceptance in the eyes of the community, there was after 1994 growing emphasis on tackling the burgeoning crime problem in the country. In 1996, the National Crime Prevention Strategy emphasised both the importance of crime prevention and the need to reform the Criminal Justice System in South Africa. Also in 1996, the Community Safety Plan was unveiled, which established a role for the South African National Defence Force (SANDF) in assisting police operations. For its part, there was a great deal of continuity between the new SANDF (established on the day before the 1994 elections) and the apartheid era armed forces, with much of the integration of forces focused on the absorption of guerrilla forces into the existing defence force.
In 1998, a draft White Paper on Safety and Security was published (but never taken beyond draft status). The emphasis in this Paper was on law enforcement, social crime prevention, institutional reform and the enactment of policing at provincial and local levels. The draft White Paper also included greater emphasis on crime prevention and the need to improve the effectiveness of the police service.

Soon after this, however, there was a noticeable politically driven move away from the crime-prevention approach to a narrower view of policing as primarily reactive, with SAPS as its dominant agency, and, after a promising start, the National Crime Prevention Strategy essentially became a dead letter. This tendency has recently been further reinforced by the reinstitution of military ranks in SAPS.

There have, however, also been efforts to improve the effectiveness of the South African Criminal Justice System. Following an extensive review of the Criminal Justice System in South Africa, the national government committed to implementing a Seven-Point Transformation Plan designed to improve the quality, professionalism and efficiency of the country’s Criminal Justice System. The Seven-Point Transformation Plan focused on the following elements:

- Developing a single Mission and Vision for the Criminal Justice System to form the basis for the development of a set of objectives, priorities and performance management targets.

- Improving the alignment of the Criminal Justice System through the development of legislation and protocols.

- Devising practical short- and medium-term proposals to improve the performance of South African courts.

- Developing an integrated and seamless national Criminal Justice System information system.
• Modernising the Criminal Justice System through the application of technology systems to improve the management of day-to-day operations, reduce costs and eliminate waste.

• Raising the involvement of the South African population in the fight against crime.

• Improving the parts of the Criminal Justice System that adversely affect the overall performance of the system.

While these are clearly desirable objectives, there has so far been little evidence of their implementation on any significant scale.
4. The State of Safety and Security in South Africa

There is widespread agreement that the high level of crime and violence in contemporary South African society is due, in a large part, to the legacy of apartheid. The injustices committed during the apartheid years fuelled and entrenched feelings of violence, hate and resentment, particularly along racial lines; and this, coupled with the persistence of crippling poverty and high levels of inequality in South Africa, has provided a fertile ground for crime, violence and anti-social behaviour to flourish.

While there is no denying the significant role that the legacy of apartheid has played in contributing to the current levels of crime and violence in the country, it is important not to discount the other factors that continue to compromise safety and security in South Africa. Principal among these factors are incidents of police brutality and criminality as well as the reality that the SAPS is woefully ill-equipped – in terms of the number of police officers, the skills of existing members of the police service, and the equipment available to police officers – to deal with the considerable challenges confronting policing in South Africa today. These issues, which are discussed in greater detail below, can and should be solved through more effective policies and strategies and by directing more time, effort and resources towards improving safety and security in South Africa.

In recent months, there have been an alarmingly high number of well-publicised incidents of police brutality in South Africa in which members of the SAPS have used excessive force against civilians. These incidents – which include the tragedy at Marikana in which 34 protesting mine workers were killed in clashes with the police and the brutal death of Mido Macia after being dragged behind a police vehicle – have evoked painful memories of the apartheid era, where the police force was used as an instrument of oppression by the apartheid government. The
incidents have rightly attracted widespread media coverage, leading to a situation in which the words ‘police brutality’ are increasingly used in the same breath as descriptions of South Africa’s law enforcement personnel. This has been exacerbated by the increasingly militant rhetoric of certain public figures (such as the infamous “shoot to kill” comments made by former national police commissioner, Bheki Cele) which have altered the psychology and thinking of police officers to an orientation that is markedly more militant in nature.

The recent incidents form part of a more general trend of rising police brutality in South Africa. Over the past decade, documented incidents of police brutality have increased by more than 300 percent (rising from 416 in the 2001/2002 financial year to 1 722 cases in 2011/2012). According to the Independent Police Investigative Directorate (IPID), a total of 4 923 complaints were made against the police in South Africa in the 2011/2012 financial year alone. Nearly half of these complaints (2 320) were lodged as a result of perceived criminal offences committed by members of the SAPS, followed by 720 complaints stemming from deaths at the hands of the police and 88 domestic violence complaints against police officers. Furthermore, while deaths in police custody have declined since 2010, they remain unacceptably high. In the 2011/2012 financial year, 923 deaths as a result of police action in police custody were reported to the IPID.

The worrying trend of police brutality in South Africa is also reflected in the number of legal judgements against the police ministry and civil claims against the SAPS. Since 2010, the SAPS has incurred legal fees to the tune of R334 million as a result of civil claims against the police, with many of these claims stemming from incidents where police officers have assaulted suspects and unlawfully arrested or detained individuals. In the 2010/2011 financial year alone, the SAPS faced around 5 090 civil claims, with the resulting legal fees incurred by the state attorney’s office exceeding R13 million. Over the past two years, the value of civil claims against the
police has doubled to reach R14.8 billion. Of this total, R1.1 billion relates to civil claims stemming from shooting incidents involving the police.

All this has occurred against the backdrop of concerns that police officers involved in incidents of brutality and criminality are not always dealt with effectively, and evidence that there are stark differences between the sanctions applied through internal and external disciplinary processes. This has created the perception in some quarters that there is a lack of accountability within the SAPS as a result of the lack of consequences and effective disciplinary action against police officers that engage in acts of criminality or brutality.

When considered against the backdrop of the pervasive crime and violence in South Africa, the net effect of the alarmingly high number of cases of police brutality and criminality in South Africa is an erosion of confidence and trust in the SAPS among the South African public. According to a survey conducted in 2012, more than one third (35%) of the citizens interviewed in the survey indicated that they were scared of the police, and close to 41% said that they did not trust the police. In some cases, a lack of confidence in the capabilities of the SAPS has prompted extra-legal vigilante actions in the name of crime fighting in parts of the country.

To some extent, the lack of confidence in the SAPS is warranted. The police service remains ill-equipped and under-resourced to deal with the scale of violence and threats to safety and security in the country. Despite the major recruitment drive to boost the size of the police service in South Africa since 2002 (which has seen the size of the police service expand by some 70 000 officers), there remains a dire shortage of police officers. At 327 police officers for every 100 000 people, the ratio of police officers to citizens falls notably short of the global average.
Nevertheless, it would be inadvisable merely to increase the number of police officers without first dealing with the internal systemic and management weaknesses of the SAPS.

On another front, the ability of the SAPS to prevent and combat crime is undermined by shortages of equipment and resources. These shortages are particularly acute with respect to weapons, communication equipment, police vehicles, safety equipment (especially bulletproof vests), and physical infrastructure within police stations. At the same time, many police officers in South Africa lack the basic skills and training to effectively perform basic police work duties.

In addition to the aforementioned equipment shortages and skills deficiencies, many police officers face danger and armed criminals on an almost daily basis, and incidents of violence against the police are shockingly high. According to Johan Burger of the Institute for Security Studies, 100 police officers are killed, on average, each year in South Africa. Taken together, these factors contribute to high levels of stress and low morale within the SAPS. This has served to create a demotivated police service, further undermining its effectiveness.

These deficiencies in crime prevention and police responses to crime aside, at the other end of the spectrum opinions are varied related to the effectiveness of the Criminal Justice System in South Africa. Results from the South African Social Attitudes Survey conducted by the Human Sciences Research Council (HSRC) in 2012 suggest many South Africans do not believe that the country’s courts make fair and impartial decisions. The survey results indicate that just half of the adult population in South Africa believe that the country’s courts are doing a good job. Moreover, the share of South Africans that trust the court system has declined in comparison to 2009. Interestingly, the findings of the HSRC survey also suggest that poorer South Africans are less convinced of the impartiality and fairness of
court decisions in comparison to their richer counterparts. In addition, the survey results indicate that the majority of South Africans (and particularly young South Africans) believe that the country’s court system discriminates against individuals on the basis of wealth and race.
5. Principles Guiding Agang’s Policy on Safety and Security

These are the guiding principles which Agang believes are the essential foundations of a policy on safety and security that is realistic, effective and most likely to help build the peaceful, equitable and prosperous country that we long for.

- The aim of policing is to maintain and preserve peace, order, security and safety.
- The state has a leading role to play in assuring public safety.
- The state is responsible for ensuring that policing is conducted in a way that respects democratic values, as expressed in the Constitution.
- However, effective policing is not a monopoly of the state or of any single state agency.
- Policing is an integrated task that is undertaken by a variety of groups and individuals, including (in South Africa) SAPS, municipal and Metro law enforcement, private security, and civil society initiatives.

Agang therefore

- Strongly supports the vision of policing laid out in the National Development Plan (Chapter Twelve: Building Safer Communities).
- Supports the NDP’s recommendations on the urgent implementation of the conclusions of the 2007 review of the criminal justice system (the de Lange review).
- Will facilitate and promote the professionalisation, effectiveness and accountability of SAPS, with respect to recruitment, training, internal management, the mentoring of junior officers, and the provision of appropriate technology.
- Will demilitarise the South African Police Service.
• Will facilitate and promote the mutually respectful cooperation of all state and non-state agencies and entities that share the common goal of building a safe South Africa.

• Will assist the Private Security Industry Regulatory Authority (PSIRA) in taking forward its task of regulating and monitoring the private security industry in South Africa.

• Will promote – and, where possible and appropriate, support - civil society initiatives (such as local dispute-resolution structures and Neighbourhood Watches) that draw on local knowledge to create local safety through peaceful and non-violent means.

• Will, where appropriate, work together with provinces and municipalities to assist them to develop policies and strategies within their respective mandates that facilitate the building of community safety.

• Will replace the current national Department of Police with a national Department of Public Safety, whose mandate will be
  o to ensure arrangements are in place to provide safety for all;
  o to hold all who act to provide safety accountable;
  o to manage a safety budget that is deployed to support effective safety for all;
  o to oversee the South African Police Service;
  o to conduct and coordinate ongoing study and research on the policing of public safety;
  o to liaise with other national departments, with provincial and local governments and with civil society organisations, with the aim of co-creating cooperative strategies for improving safety and reducing crime and the fear of crime.
6. Agang’s Plans to Improve Safety and Security in South Africa

In this section we present several more detailed examples of the approach Agang will take, in accordance with the principles articulated in the previous section, to deal with some of the most urgent areas of concern, especially in relation to SAPS.

i. The Problem: lack of appropriate skills

Many police officers in South Africa lack the necessary skills to deal with the practical realities of police work. This is reflected in reports of low literacy levels and insufficient information technology skills among members of the police service. The skills shortages are due, in part, to a lack of recognition by the country’s political leadership of the importance of policing as a profession and the need for highly skilled police officers to ensure public safety and enforcement of the law. It is also due to poor selection and recruitment policies. As a result, thousands of people have been allowed into the SAPS without meeting the basic requirements to serve as effective police officers.

Moreover, experienced officers are generally not taking on the essential role of mentoring their less experienced colleagues and assuring their compliance with proper procedures.

Agang’s Plan

Agang will establish a police board to set standards for recruitment and promotion in the South African police service and, thereby, ensure that police officers are selected and appointed on the basis of merit at all levels within the SAPS.
We will ensure that all serving SAPS members are suitably skilled and qualified by establishing specific minimum skills requirements in areas such as literacy and information technology.

In line with these standards, we will revise police training programmes in order to professionalise the police service. The revised training programmes will be focused in three broad areas:

(i) Basic training for new recruits.
(ii) Retraining of existing police officers and commanders.
(iii) Management training focused on training police managers to the highest level of professionalism in areas such as conflict resolution, the management of diversity and staff motivation in order to improve cohesion and productivity within the police service.

We will introduce annual competency tests for all police officers to ensure that they continue to meet the minimum physical and skills requirements necessary to function as effective members of the SAPS.

Altogether we will work closely with SAPS to re-establish a sustainable internal culture of professionalism and accountability.

ii. The Problem: inadequate police resources

The current police service in South Africa is not in a fit state to deal effectively with the extent and diversity of crimes committed in the country. One cause has been asserted to be a shortage of police officers. As of April 2013, the total number of police officers in South Africa amounted to 157 518. This total equates
to a ratio of 327 police officers for every 100 000 people, significantly below the worldwide average of approximately 350 officers per 100 000. This arguable shortage is exacerbated by a lack of equipment and resources. The performance of police officers is also affected by weapons shortages (particularly related to firearms and batons), shortages of communication equipment (including hand-held and vehicle radios), insufficient numbers of vehicles, shortages of bulletproof vests, a lack of secure suspect identification rooms, and shortages of interview rooms for detectives.

**Agang’s Plan**

We will undertake an audit of equipment and resources at each police station in the country in order to create an inventory of existing equipment and identify areas where there are shortages in the resources and equipment available to police officers. At the same time we will assess the relevance, effectiveness and cost of currently available policing technologies, from vehicles to laboratory equipment. This double audit – both quantitative and qualitative - will form the basis for a massive drive to update and refine the equipment and resources at the disposal of SAPS members.

Any significant increase in the number of SAPS members can only take place when deeper systemic problems have been resolved.

Mindful of the existing evidence that suggests that crime rates tend to be significantly lower in areas with active community policing forums or neighbourhood watches, we will encourage communities and neighbourhood watches to work more closely with the police so that their resources can be better combined in order to prevent and respond to crimes more effectively.
iii. The Problem: low morale

The effect of stress on individual officers is a challenge in any police force. Reports suggest, however, that levels of morale within the SAPS are worryingly low. Psychologists dealing with members of the police service recount that the officers that they treat tend to be demotivated by a range of factors that include an absence of opportunities for promotion and a lack of confidence in their superiors (who often lack skills in managing interpersonal relationships as well as time management and resource allocation skills). To make matters worse, police officers in South Africa are poorly remunerated, which further undermines morale. These factors, coupled with the reality that police officers in South Africa have to deal with abhorrent and violent crimes on an all too frequent basis, have meant that many police officers do their jobs under very high levels of stress. Partly as a result, the suicide rate among members of the SAPS is alarmingly high. On average, between 100 and 130 police officers commit suicide every year in South Africa.

Agang’s Plan

We will actively promote a ‘whole-society’ approach in which both police officers and citizens take moral and ethical responsibility for their actions. In line with this, we will encourage civil society to play a more active role in supporting the police service, and relaying positive feedback to police officers when it is merited. We will also ensure that the ethos, role and importance of the police service are conveyed to children from a young age through specific programmes in schools.

We will introduce bi-annual officer surveys in all police stations across the country that will be used to track officer morale, identify grievances, assess job satisfaction, and assess perceptions of police leadership. The findings of these surveys will be
used to inform the development of policies and strategies to improve morale within the police service.

We will introduce guidelines for rewarding and recognising police officers at all levels through standard performance appraisals and commendations.

We will implement a thorough review of remuneration policies within the SAPS with a view to improving police officers’ pay as the general level of effectiveness increases.

iv. The Problem: police brutality

In recent months we have witnessed an alarming rise in incidents of police brutality committed by members of the SAPS. This has been most evident in a number of highly publicised incidents in which people have been killed or assaulted by members of the police service. The numbers of deaths in police custody and criminal cases against police both increased between 2002 and 2010. In terms of the latter, according to the latest annual report published by the IPID there are as many as 768 criminal cases against police officers. The IPID has also reported that in the two-year period between 2011 and 2012, 932 people died in police custody in South Africa. Furthermore, between 2006 and 2009, the number of people shot dead by police climbed from 281 to 556. These trends have evoked painful memories of police brutality perpetrated during the apartheid era.

Agang’s Plan

To tackle the worrying trend of police brutality, Agang— in addition to the broader
systemic measures outlined above - will introduce a specific policy that contains clear guidelines for the application of disciplinary processes in all cases of police brutality. A central focus in these guidelines will be the introduction of greater alignment between the disciplinary verdicts handed down through the police service’s internal processes and the external disciplinary processes related to the South African courts system.

We will also push for more effective enforcement of the existing Code of Conduct governing the behaviour of police officers.

To complement these efforts, we will enhance the power of the IPID.

We will also develop a new code of ethics for the South African police service in order to redefine the ethos and culture of the police service as one that is demilitarised, based on integrity and professionalism, and which supports honesty and dedication.

v. The Problem: inefficient processing of cases

The reality that too few criminals are successfully detected, apprehended, prosecuted and convicted in South Africa has meant that many South Africans have lost confidence in the country’s criminal justice system. The criminal justice system is perceived by many to be slow, understaffed and overburdened. As a result, some South Africans do not even bother to report crimes.
Agang’s Plan

We will press for the urgent implementation of the recommendations of the De Lange report on the Criminal Justice System in South Africa.

We will offer tax incentives to private legal practitioners that allocate a portion of their time to the public court system in order to speed up prosecution and sentencing processes and raise the efficiency of the Criminal Justice System.
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