

GUIDE TO DESIGNING INTEGRATED VIOLENCE PREVENTION INTERVENTIONS

Managing External Risks



national treasury

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REPUBLIC OF SOUTH AFRICA



**german
cooperation**

DEUTSCHE ZUSAMMENARBEIT

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on behalf of the South African-German Development Cooperation.



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FOREWORD

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ACRONYMS

ABA	Area-based approach
BMZ	German Federal Ministry for Economic Cooperation and Development
CPTED	Crime prevention through environmental design
CSPS	Civilian Secretariat for Police Service
DDM	District Development Model
DHS	Department of Human Settlements
ECD	Early Childhood Development
GBV	Gender-based violence
GIZ-VCP	Deutsche Gesellschaft für Internationale Zusammenarbeit - Inclusive Violence and Crime Prevention Programme

IDP	Integrated Development Plan
JCPZ	Johannesburg City Parks and Zoo
JCSP	Johannesburg City Safety Programme
JDA	Johannesburg Development Agency
KfW	German Development Bank
LGBTQ+	Lesbian, gay, bisexual, transgender, and queer
MBDA	Mandela Bay Development Agency
NMBM	Nelson Mandela Bay Municipality
PESTEL	Political-Economic-Social-Technological-Environmental-Legal
SALGA	South African Local Government Association
SGBV	Sexual gender-based violence

SMME	Small, medium and micro enterprise businesses
SPUU Helenvale	Safety & Peace through Urban Upgrading (NMBM)
SPUU Mamelodi East	Safety Promotion through Urban Upgrading (City of Tshwane)
VPUU NPC	Violence Prevention through Urban Upgrading Not for Profit Company
WPSS	2016 White Paper on Safety and Security

ABOUT THESE BOOKLETS

These booklets grew out of the idea that the collective knowledge about violence prevention in the technical and financial cooperation within the South African-German Development Cooperation should be shared to facilitate the institutionalisation, upscaling, adaptation of, and fostering of synergies amongst, successful violence prevention approaches.

Beginning in 2018, this collective knowledge was gathered through a dedicated joint measure, under the title: "Knowledge Management across the Field of Violence Prevention within the South African-German Development Cooperation" (hereafter: the knowledge management project). The learning exchange centred on four programmes implemented by the German Development Cooperation, on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), with South African partners:

Financial Cooperation through the German Development Bank (KfW)

- Safety Promotion through Urban Upgrading (SPUU Mamelodi East) in the City of Tshwane,
- Violence Prevention through Urban Upgrading (VPUU) in the Western Cape Province,
- Safety and Peace through Urban Upgrading (SPUU Helenvale) in Nelson Mandela Bay Municipality (NMBM), and

Technical Cooperation

- Inclusive Violence and Crime Prevention Programme implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

Between April and November 2019, violence prevention stakeholders from all spheres of government and selected civil society organisations in the South African-German development cooperation participated in this knowledge management project. Participants from various sectors debated and reviewed practical solutions, with the objective of providing evidence to be used in increasing community safety and preventing and reducing violence and crime in South Africa.

WHO THIS GUIDE IS FOR

This **Guide** speaks mainly to stakeholders from various sectors who are working together on area-based interventions. We refer to such stakeholder groups as "integrated teams." The **guide** is also meant for other politicians, government officials and practitioners interested in violence and crime prevention. The lessons in each of the booklets are mainly informed by the experiences of municipal officials and other implementers; but their intended audience stretches to role-players involved in violence prevention from other spheres of government and civil society. Government officials, policy-makers and elected leaders at municipal, provincial and national levels may be especially interested in these findings.



Participants exchanged lessons learned during workshops in 2019

HOW TO USE THIS GUIDE

The **Overview** of the **Guide** should be read before all of the other booklets. Once the reader has gained an understanding of the methodology and of key concepts from the **Overview**, the booklets can be read in any order. The booklets were specifically developed so that their order could be shuffled according to the needs of the reader and to avoid creating an artificial hierarchy or chronology of "first to last" chapters.

Together, the six other booklets detail an interwoven set of strategies that are crucial to effective, integrated, area-based violence prevention. To understand how each of these strategies is linked with the others, and to most effectively act upon the lessons they hold, all of the booklets ought to be read.

The **Case Study Booklet** can be referred to at any time for more information about the interventions explored in this knowledge management process.



The six booklets within the Guide

METHODOLOGY

The experiences and lessons described in these booklets were captured during

- Case study interviews for 14 case studies from the City of Cape Town, City of Tshwane, NMBM, City of Johannesburg, King Sabata Dalindyebo Municipality, Theewaterskloof Municipality and Gauteng Province;
- Two exchanges between practitioners and municipal officials from the City of Cape Town, NMBM and the City of Tshwane; and
- Two larger workshops between municipal, provincial and national officials, practitioners and other civil society actors from across South Africa.

The insights for these booklets were verified in a peer review session and through correspondence with each partner involved in the interventions. Data collection and analysis were framed by the themes of the **2016 White Paper on Safety and Security** (2016 WPSS), the mandate of the **Integrated Urban Development Framework**, and the social-ecological model¹.

The infographic on the right shows how the methodology of this knowledge management project relates to the policy framework [the "soil" at the bottom of the page], the interventions [the roots of the tree], and the resulting lessons learned [leaves]. The metaphor of a tree comes to mind, as the various interventions are "rooted in the soil" of the six themes of the **2016 WPSS**. The "roots" of the tree are explored in case studies of interventions featured in the Case Study Booklet. From these roots, a participatory knowledge management process grew. This process of sharing knowledge through exchanges, workshops and interviews, as illustrated by the trunk of the tree, branches off into six leaves, which are the six booklets that make up the **Guide**.

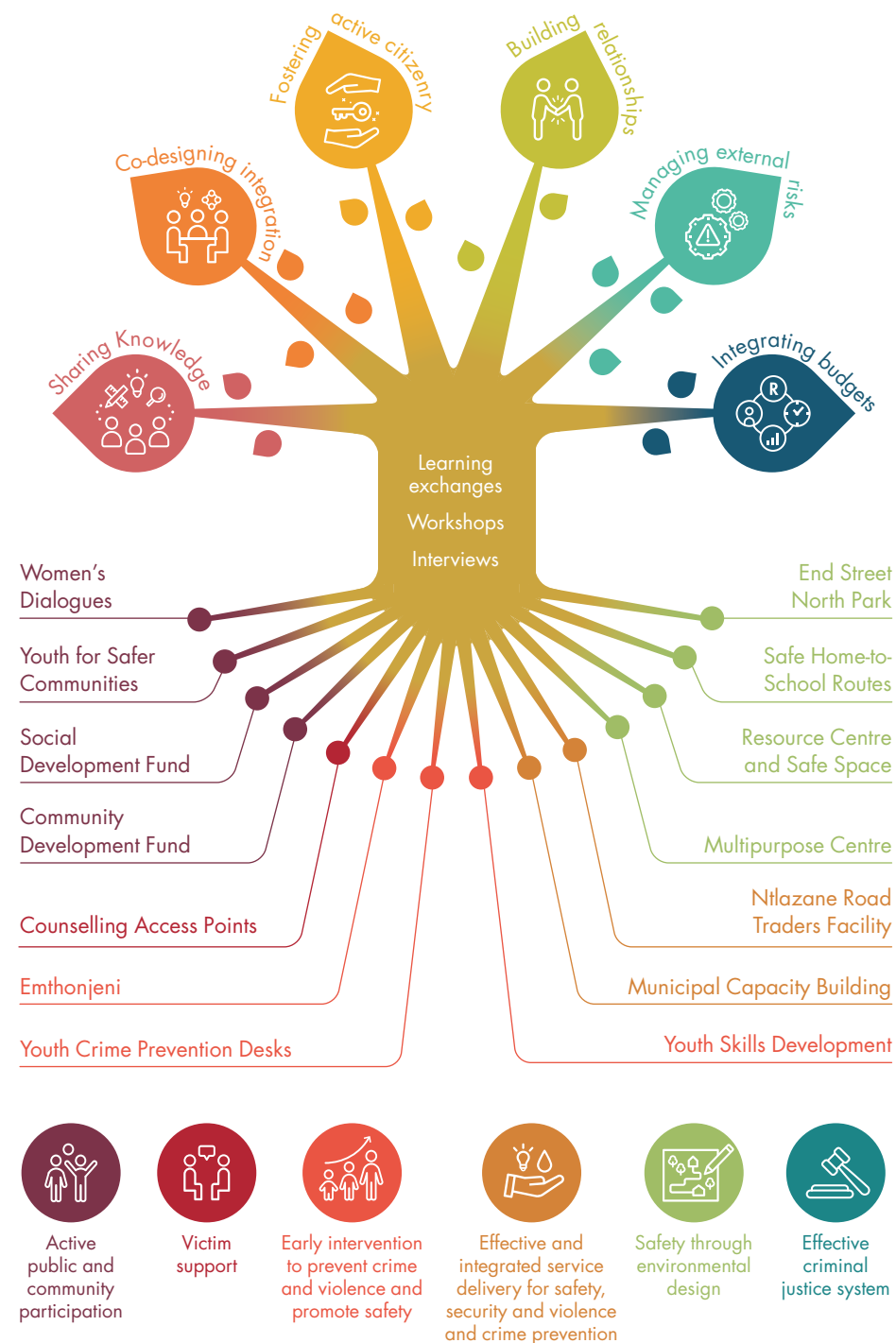
The tree stresses the importance of a "Whole-of-Government" and "Whole-of-Society" approach and of everyone playing a role in violence prevention, as is reflected in the emerging knowledge products. The most pertinent knowledge gathered stretches into six "branches" (or strategies) - from there, the "leaves" unfurl as the six booklets of the **Guide to Designing Integrated Violence Prevention Interventions**.

The six booklets in the **Guide** are:

- Sharing Knowledge,
- Fostering Active Citizenry,
- Co-designing Integration,
- Building Relationships,
- Managing External Risks, and
- Integrating Budgets.

These booklets share the stories of practitioners and government officials, unfolding the lessons they have learned through implementing violence prevention interventions. Hence, the evidence collected in this project is based on experiential knowledge. These stories and lessons learnt aim to capture wisdom and qualitative data which are valuable to future violence prevention interventions. Their reflections are intended to complement more quantitative forms of monitoring and evaluation.

This **Guide** is process-oriented; but it is not a recipe for guaranteed success. It offers considerations for those designing interventions within South Africa's violence prevention landscape.



DEFINING VIOLENCE

Violence, especially interpersonal violence, is one of the leading causes of death in South Africa and disproportionately affects young people, both as victims and perpetrators. Perpetration and victimisation is also starkly gendered among men and women, respectively. People living in South Africa feel increasingly unsafe, partially because the murder rate has followed an increasing trend since 2011². Crime is distributed unevenly, with poorer areas typically experiencing more violent crimes. This social inequality between rich and poor is deeply rooted in apartheid's race-based socio-spatial injustice, which is a major contributor to violence and crime, along with other risk factors, such as:

- Areas of high unemployment, poverty and deprivation;
- Unsafe, disconnected and poorly designed environments;
- Substance abuse;
- Low social capital; or
- Poor rule of law and high corruption.

There are three categories of violence based on the identities of perpetrators and victims³:

Self-directed violence refers to violent acts a person inflicts upon him- or herself, and includes self-abuse (such as self-mutilation) and suicidal behaviour (including suicidal thoughts and acts).

Interpersonal violence refers to violence inflicted by another individual or by a small group of individuals. This includes both family and intimate partner violence and community violence.

Collective violence is the instrumental use of violence by people who identify themselves as members of one group against another group or set of individuals, in order to achieve political, economic or social objectives. This can manifest in genocide, repression, etc.

DEFINING GENDER-BASED VIOLENCE

While gender-based violence (GBV), or victimisation based on a person's gender, is prevalent worldwide, sexual gender-based violence (SGBV) and intimate partner violence by men against women and girls are particularly high and under-reported in South Africa. LGBTQ+, working-class and disabled women and girls experience even greater risks of SGBV: lesbian women living in townships have been especially targeted by male perpetrators of "corrective rape" – despite the progressive South African constitution establishing equality, regardless of gender or sexual orientation. Research has also found that foreign nationality and job precarity can put women at greater risk of experiencing physical and/or sexual abuse by their employers.

Despite high rates of victimisation, typically only knowledge of high-profile cases against women and girls ever reaches the public. Most cases of GBV are never reported and never reach the public. GBV is so widespread, yet so hidden, because it is embedded in patriarchal cultures, traditions and institutions. Like other forms of violence, it cannot only be prevented through effective policing and security measures. Preventing GBV in South Africa requires dismantling local, legal and socio-cultural norms which make it feel inevitable and which give men (and others who are systematically privileged by racism, heterosexual and cisgender norms, and the economy) power to commit such crimes.

PREVENTING VIOLENCE

Violence prevention work addresses the risk factors contributing to violence, towards a society where securitised approaches, such as more policing, are less heavily relied upon. Clamping down on violence and crime affects only their symptoms; focusing on security alone fails to address the causes of violence. A change of emphasis from security to safety is needed. Security is protection against a known or perceived threat, while safety is living without that threat or fear. Violence prevention seeks to increase the presence of protective factors – such as a caring family, a safe and nurturing school environment, a sense of belonging and access to adequate social services – which promote resilience to risk factors.

The four programmes that participated in the knowledge management project work on the following three types of violence prevention to increase protective factors:



SITUATIONAL VIOLENCE PREVENTION

Altering the environment using principles of crime prevention through environmental design (CPTED)



SOCIAL VIOLENCE PREVENTION

Early interventions, including early childhood development, opportunities for youth and building the social capital of communities



INSTITUTIONAL VIOLENCE PREVENTION

Embedding violence prevention in governance and urban management and building the capacities of community structures

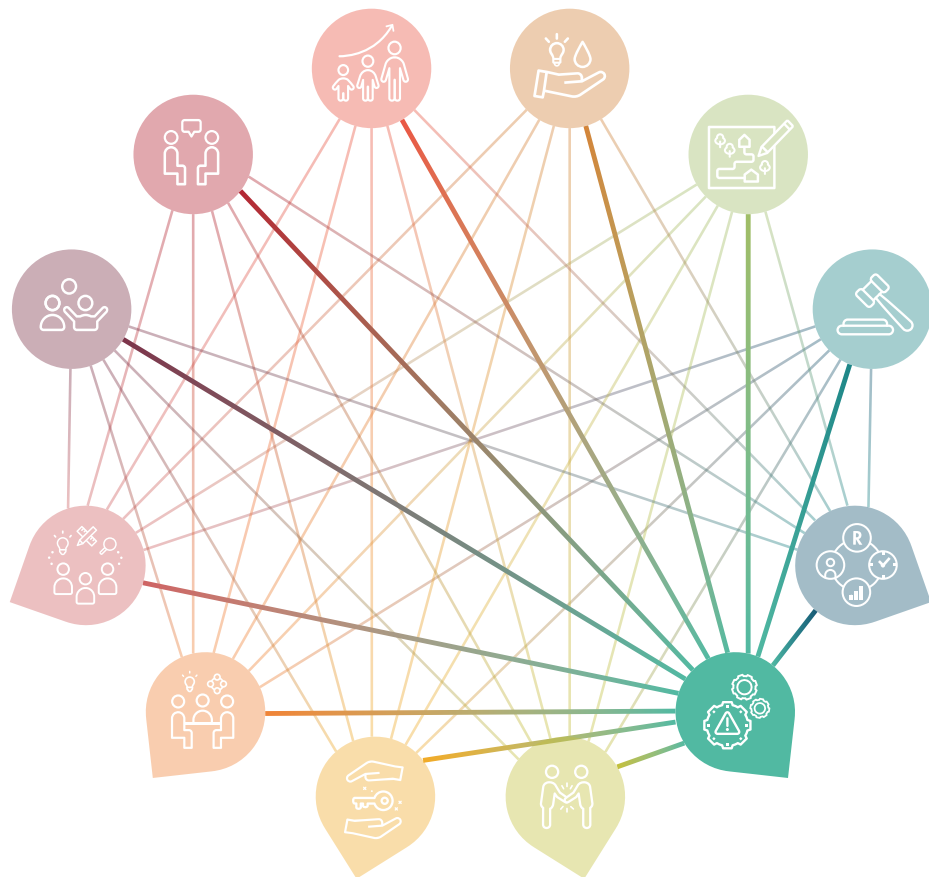
DEFINING AREA-BASED APPROACHES

Efforts to prevent violence are by nature complex. An **area-based approach (ABA)** takes on a specific geographic area within which to achieve this complexity, by merging social, spatial and institutional approaches over a foundation of robust community participation and effective knowledge management. In ABA, all departments and spheres of government and all sectors may come together to focus on lived realities and place-making in a defined spatial context.

ABA is particularly appropriate to areas with a high concentration of needs. It is most effective when embedded in local plans and policies, such as Integrated Development Plans (IDPs). Research has shown that area-based initiatives are more sustainable when anchored in strong local networks. Therefore, a key part of violence prevention in ABA involves promoting social capital. Hence, embracing ABA, implementation should start with the collaborative development of context-specific plans, through meaningful engagement with residents, businesses and public sector actors.

ABA is increasingly being embraced as part of a "Whole-of-Government" and "Whole-of-Society" approach to creating safer and more sustainable communities throughout South Africa. Additionally, the District Development Model (DDM), commonly known as "Khawuleza", launched by the Presidency in 2019 emphasises the integration of service delivery as part of ABA, at district level. This relates directly to the various strategies for preventing crime and violence listed above. This approach at the district level should percolate down to the smaller scale, where most of the case studies within this knowledge management project are situated.

1 INTRODUCTION TO MANAGING EXTERNAL RISKS



The other booklets in this series emphasise that the success of violence prevention measures supported through the South African-German development cooperation depends on strong relationships between partners, meaningful citizen participation and leadership, deep learning and knowledge-sharing, cooperative financial practices and collaborative design towards a shared vision. Integrated teams know that all five of these layers of violence prevention interventions are typically within their control.

The layer of violence prevention covered by this booklet is different.

This booklet is about how participants in the knowledge management project manage unpredictability outside of their control. The key external risks to implementing violence prevention interventions they identified were:

- Crime and violence, including gangsterism and crime targeting facilities, workers and technology/equipment;
- Power dynamics around corruption, poor leadership and political conflict;
- Lack of trust and scepticism;
- Socioeconomic risks such as symptoms of rapid urbanisation, economic downturn and unemployment, violent protests; and
- Environmental risks from both the natural and built environments.

This booklet mainly explores how participants prepare for and respond to these specific risks. However, they also identified a few enabling factors that are important to share before diving into the particulars.

Participants in the knowledge management project found the following six actions to reduce shocks and stressors to a project and help an integrated team prepare to address external risks.

KEY CONDUCT A RISK ANALYSIS

Use a tool such as the Political-Economic-Social-Technological-Environmental-Legal (PESTEL) model to analyse potential risks. Consider factors specific to the area's context that may influence the intervention, such as upcoming elections or gang violence.

KEY PLAN TO MANAGE

Develop an agreed-upon framework for the team to unblock systemic barriers and address identified risks.

KEY EXPECT THE UNEXPECTED

The participants in the knowledge exchange asked themselves whether more flexible practices would help programmes cope with the unpredictability of the field.

KEY COST FOR RISK

Make a special allocation of funds to work on risk mitigation and build variance costs into the budgets of the most unpredictable elements of interventions.⁴

KEY STAY INFORMED

All team members, regardless of department, level or sector, need to know what is happening on the ground.

KEY COOPERATE AND COMMUNICATE

Strong, trusting relationships and communication help integrated teams cope with risks. Involve all key actors from the outset, including vulnerable groups, such as women and youth, from the area. Value dissent or disagreement and be open to learning from one another.⁵

2 INTERVENTIONS TARGETED BY CRIME

Participants in the knowledge management project recognised the insecurity of facilities, workers and equipment in areas with high levels of crime. This concern was particularly focused on the safety of data collection fieldworkers and the security of data collection devices and facilities with economic activities.

2.1 FIELDWORK AS TARGET

Robbery and theft targeting data collection activities threatens the safety of workers, the security of technical devices and the security and confidentiality of collected data. Participants in knowledge management project still have lingering questions around how to best protect workers as they move throughout communities. The best method thus far has been to ensure that local residents are aware of activities happening in their neighbourhood, prompting passive surveillance which can keep workers safe. There was also strong buy-in around hiring local staff (i.e., people known in the area). Lastly, participants identified cybercrime as a criminal risk to the technology used in their work. For example, data breaches by hackers could compromise data. This requires careful, protected and backed-up data storage and management.

2.2 FACILITIES AS TARGETS

In public spaces, especially those with ongoing construction or commercial activity, vandalism and robbery are ongoing threats that have high costs to local residents and violence prevention interventions themselves. This risk is higher in business facilities. This can be partially mitigated with security guards and limited access; but given the high costs of private security, this is not a sustainable form of protection.

Other elements that more sustainably keep spaces protected and reduce the costs of crime include:



NEIGHBOURHOOD
WATCHES



CARETAKERS IN LIVING
UNITS ON PREMISES



CPTED



CO-DESIGN WITH USERS
OF FACILITIES



NETWORKS OF ACTIVATED
PUBLIC SPACES THAT
CREATE SAFE ROUTES



PARTNERSHIPS WITH SAPS
AND MUNICIPAL LAW
ENFORCEMENT AGENCIES



MICRO-CHIPPING
BUILDING EQUIPMENT AND
MATERIALS

KHAYELITSHA, CITY OF CAPE TOWN

VPUU NPC uses a mix of security measures in Harare Square in Khayelitsha, Cape Town. Areas with commercial activity have private security guards. Caretakers living in flats in each building provide additional security via passive surveillance. Some of the facilities have alarm systems and video cameras. Harare Square is also strategically located along a network of pedestrian walkways and other safe public spaces.



Harare Square was designed using principles of CPTED

3 GANGSTERISM

In certain settlements where area-based violence prevention interventions are implemented through the South African-German cooperation, gang activity is rife. The presence of gangs is a phenomenon that appears to be spreading in different parts of South Africa. It poses a special risk to area-based interventions. Gang activity can result in a small but powerful group of people dominating a neighbourhood and forcing people to live in fear. Local residents often cannot point out gang elements in their communities for fear of becoming the next target. Participants in the knowledge management project debated whether or not it was possible to overcome this element with greater social cohesion and confidence in compliance- and communication-driven public participation. They also debated whether or not it was feasible to compromise with gangs in order to roll out a project, especially when serious crimes have been committed by gang members.

Three elements of gangsterism were identified by participants as specific risks to violence prevention:

- Gang territoriality
- The effects of fear on activation and participation
- Gang 'philanthropy'

3.1 GANG TERRITORIALITY

A gang may have the power to divide a neighbourhood geographically, making it unsafe for local residents or integrated team members to cross these boundaries, even for development activities. Gang territoriality can also compromise some of the protection factors listed in 1.2 on the left page, such as neighbourhood watch activities. Within the South African-German cooperation, this has been addressed by continuous stakeholder engagement and an area-based approach. In the latter approach, services and resources are offered within each "area" within specific gang boundaries. Within these sub-areas, interventions have been crowded into neutral, safe spaces, such as schools. Access by local residents is then less risky or limited.

3.2 FEAR AFFECTS ACTIVATION AND PARTICIPATION

Fear of being caught in the crossfire of gang conflict affects the psychosocial and economic wellbeing of a community. Notwithstanding the potential need for interventions that address these challenges, this affects the activation of public spaces, economic activity and involvement in social crime prevention programmes. These challenges are addressed on a case-by-case basis within the South African-German development cooperation.

For example, the risk of being harmed by gang activity may prevent parents from taking their children to ECD centres. To keep families from walking along dangerous routes, programmes within the South African-German cooperation such as VPUU NPC and SPUU Helenvale, have sometimes resorted to out-of-centre ECD activity, either in homes or in safe public spaces. They have also provided support to small ECD centres serving children living within the bounds of one gang territory.

3.3 GANG PHILANTHROPY

Gang members are also members of local communities and may be known to local residents as friends or family members. For a long time, it has been common for gangs to support their neighbours. During apartheid, some gangs in Cape Town formed to protect their communities and took part in activist activities. Today, gangs may take philanthropic actions, such as donating to schools, paying for sports uniforms, or running sports leagues. This fosters dependency upon them.

Participants in the knowledge management project agreed that local leaders need options to turn down gang members' philanthropy, such as improved service delivery, greater government visibility, and resources for positive community initiatives. Additionally, integrated teams should work to re-direct residents at risk of joining gangs towards building their communities, ideally through employment. These steps require continuous stakeholder engagement to build trust among and between local residents, potentially including residents who are perpetrators of gang-related crime.

HELENVALE, NELSON MANDELA BAY

The MBDA has taken an area-based approach to the SPUU programme, with "areas" defined by gang territories. When the centralised Helenvale Resource Centre was compromised by gang violence, counselling access points were set up in four schools across the neighbourhood, within different boundaries, instead.⁶



Counselling Access Point in Helenvale

4 DIRECT THREATS TO PROJECT STAFF & ACTIVITIES

Several programmes within the South African-German cooperation have faced corrupt demands from local residents during the tendering process for interventions. For example, in one case, small local businesses affiliated with business forums have requested to win tender processes without going through a fair and transparent process, and threaten staff members' lives or project roll-out if their demands are not met.

While not all businesses making these demands are gang-affiliated, their tactics may be similar to or related to those of gangs. Regardless of gang affiliation, these demands stem from systemic issues of:

- unemployment
- structural violence
- low education and skills levels

Responding to such demands requires similar approaches, founded on the recognition that interventions can be compromised by both

- exclusion of local businesses making threats
- lack of skills among local businesses

Participants in the knowledge management project have found the following actions to be useful in transforming their relationships with local businesses making demands of or threats to staff and interventions.



BE TRANSPARENT

Hold regular, large community meetings to discuss tenders, job opportunities and significant design issues with officials and local residents.



PROTECT PROJECT STAFF

Refuse to hold closed-door meetings; always engage through contractors and site meetings with community witnesses.



DEFINE THE RELATIONSHIP

Include terms for contractors and sub-contractors in discussions, meeting minutes and contracts.



PREPARE BEFOREHAND

Include the dynamics of businesses and business forums in the area in contextual analysis.⁷



EXCEED EXPECTATIONS

Over-deliver to gain respect and buy-in from local businesses and residents. If people see good work, they will support and protect it.



HIRE LOCALLY

Build trust⁸ between local businesses and integrated teams, including by providing employment and capacity-building opportunities, sometimes simultaneously.⁹

HELENVALE, NELSON MANDELA BAY

The MBDA upsills and hires local contractors to mitigate risks to construction projects within the SPUU programme in Helenvale. In particular, the security of construction activities and collective ownership by the community were at risk due to lack of access to financial capital by and disputes with and among sub-contractors. This approach requires continuous relationship-building.

In order to work in this manner, MBDA increased the required sub-contracted percentage for the main contractor, from 30% to 40%. To more evenly distribute the number of employment opportunities across compliant and legitimate Helenvale businesses, the SPUU team made smaller packages available and developed an objective criterion that one main contractor could not attain all four tenders simultaneously. To assist SMMEs in financing project inception, MBDA has capacitated sub-contractors by brokering relationships between sub- and main contractors. This has assisted in safeguarding the project and increasing community ownership, in addition to accelerating the completion of the work.¹⁰



Safe pedestrian routes in Helenvale are being constructed by sub-contractors from the neighbourhood

5 POWER DYNAMICS

Participants in the knowledge management project emphasised three different types of power dynamics that may pose risks to violence prevention efforts: poor leadership, corruption and political conflict.

When it comes to corruption and poor leadership, more systematic changes in local approaches to inclusivity and growth are needed. Good leadership can be developed with support, capacitation and experience. Participants in the knowledge management project had not yet found a sufficiently effective way for integrated teams could manage the risk of corruption to interventions. Corruption can be kept in check with very clear expenditure procedures and careful records. This risk should be identified as early as possible.

Participants considered how to deal with political conflict in an area. Where tensions exist,



USE CONFLICT MANAGEMENT TOOLS

Do not target or respond aggressively to political conflict; consider using conflict resolution practices to address difficult issues in meetings. Conflict can be an opportunity to transform relationships



INCLUDE EVERYONE

Take an inclusive approach by engaging all stakeholders, including and beyond local political structures and politicians at all levels.



FIND COMMON GROUND

Identify common objectives between groups where tensions exist.¹¹

6 LACK OF TRUST

At the outset of a violence prevention intervention, local leaders and residents may be sceptical of the intentions of integrated team members entering their neighbourhood from the outside. Similarly, government officials and political leaders may be sceptical of participatory practices or integrated work¹². The buy-in of all of these groups is very important.

Trust- and relationship-building plays a strong role in overcoming this hurdle. Continue to be transparent by sharing information in meetings, especially those with local residents. If they are not on board, consider “pressing the pause button” until they are ready.

Additionally, similar to the above, make your first intervention a positive one to win over sceptics.¹³

HELENVALE, NELSON MANDELA BAY

The Women’s and Youth Dialogues that are part of the SPUU programme in Helenvale allowed residents and SPUU programme staff to get to know one another better, so that their relationships could be mutually supportive. The non-hierarchical approach of the dialogues helped to flip power dynamics, leading to greater empowerment of all involved to work on violence prevention.¹⁴



Women’s Dialogue participants at Valentine’s Day event

7 SOCIOECONOMIC RISKS

Participants in the knowledge management project identified rapid urbanisation, economic shocks, unemployment and violent unrest as socioeconomic risks to violence prevention initiatives.



URBANISATION AND MIGRATION

While rapid urbanisation and migration are positive opportunities for cities to grow and diversify, without sufficiently accelerated service delivery they can produce extremely challenging environments in which to work. For example, more transient neighbourhoods may need to further develop social cohesion, which may pose risks to the coherence of participatory processes. Integrated teams can prepare to manage these risks by conducting a comprehensive contextual analysis¹⁵ and incorporating inclusive spatial planning processes¹⁶ within the area into the design of their programmes. If such planning processes are not under the mandate of the team, they can encourage the appropriate officials to engage that way.



LOCALISED FINANCIAL CRISIS

Economic shocks and unemployment in project areas may lead to demands of or threats to a project by businesses and business forums. Finding ways to facilitate community delivery of services¹⁷, even if it means providing training first, is one way integrated teams can directly improve the livelihoods of local residents. Partnerships within the private sector may also offer additional opportunities.



DAMAGE FROM CIVIL UNREST

Lastly, participants in the knowledge management project have experienced violent protests as damaging to the facilities or operations of violence prevention interventions. Integrated teams can manage this risk by remaining informed about current events within the area, so that spaces can be protected and, potentially, tensions can be diffused through pre-existing relationships.

8 ENVIRONMENTAL RISKS

Participants in the knowledge management project identified potential risks to violence prevention in both the built and natural environments.



EXISTING INFRASTRUCTURE

The pre-existing built environment of an area can cause risks when existing infrastructure poses a danger to the well-being of users of the space (for example, if it is in disrepair) or prevents the development of additional desired public infrastructure. Infrastructure in disrepair should be addressed through the proper municipal or provincial departments. Limitations of existing infrastructure to future upgrading may be overcome through an inclusive spatial planning process. Additionally, newly established infrastructure may become a risk to communities if vandalism takes place.



WEATHER AND NATURAL DISASTERS

The natural environment poses particular risks to areas with informal settlements, as they may have been developed on land that is prone to flooding, fires or landslides. These risks should be identified early so that an integrated team can tap into existing early-warning systems and develop disaster preparedness measures. More benignly, social crime prevention activities, especially those that take place outside, may experience low attendance rates in bad weather, which can directly affect the impact of these activities.

LINKS TO OTHER STRATEGIES

This booklet recounted the lessons learned by participants in the knowledge management project about dealing with risks that integrated teams cannot directly control. It should be read alongside all five of the other booklets in this series, as each topic is a layer of violence prevention interventions and many concepts overlap, as is demonstrated in the table below.



SHARING KNOWLEDGE

Conduct a comprehensive contextual analysis and use it to identify and plan for risks.



CO-DESIGNING INTEGRATION

Mitigate political conflict by developing and referring back to the shared vision of all stakeholders.



BUILDING RELATIONSHIPS

Trust-building between integrated teams and local businesses and residents could involve capacitation and employment.

Continue to build trust with sceptics in both government administrations and communities by maintaining transparency and sharing evidence of impact.



FOSTERING ACTIVE CITIZENRY

Respond to political tension or conflict with inclusion.

Respond to economic shocks and unemployment by finding opportunities for community delivery of services.



INTEGRATING BUDGETS

Allocate specific funds to work on risk mitigation.

Build variance costs into the budgets of the most unpredictable elements of interventions.

FROM LEARNING TO PRACTICE

After reading this booklet, what three things should you change about how you manage external risks in your own work?

1. _____

2. _____

3. _____

Which of these three things is most feasible to do in the next 100 days? How will you do it?

ENDNOTES

Page 14

- 1 See **Case Study Booklet**.

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- 2 Maluleke, Risenga (2018) Victims of Crime Survey 2017/18. Stats SA. [Accessed on 13 March 2019 at <http://www.statssa.gov.za/publications/P0341/presentation.pdf> .
- 3 SaferSpaces (2020) What is violence? <https://www.saferpaces.org.za/understand/entry/what-is-violence> .

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- 4 See **Integrating Budgets**.
- 5 See **Sharing Knowledge**.

Page 23

- 6 See page 38 in the **Case Study Booklet**.

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- 7 See table on page 20 of **Co-Designing Integration**.
- 8 See **Building Relationships**.
- 9 See **Fostering Active Citizenry** and page 72 in the **Case Study Booklet**.

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- 10 See page 72 in the **Case Study Booklet**.
- 11 See **Fostering Active Citizenry** and **Co-designing Integration** for more information about managing political conflict and developing a shared vision.

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- 12 See **Fostering Active Citizenry**.
- 13 See **Building Relationships** and **Fostering Active Citizenry**.
- 14 See page 20 in the **Case Study Booklet**.
- 15 See **Sharing Knowledge**.
- 16 See pages 68 and 76 in the **Case Study Booklet**.

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- 17 See **Fostering Active Citizenry**.

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Civilian Secretariat for Police Service (CSPS) (2016) *2016 White Paper on Safety and Security*. Republic of South Africa.

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