

GUIDE TO DESIGNING INTEGRATED VIOLENCE PREVENTION INTERVENTIONS

Integrating Budgets



national treasury

Department:
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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
ACT	Area Coordinating Team
BMZ	German Federal Ministry for Economic Cooperation and Development
CDF	Community Development Fund
CDS	Community delivery of services
CPTED	Crime prevention through environmental design
CSPS	Civilian Secretariat for Police Service
DDM	District Development Model
DHS	Department of Human Settlements
DSD	Department of Social Development
EPWP	Expanded Public Works Programme

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
MTSF	Medium-Term Strategic Framework
NMBM	Nelson Mandela Bay Municipality

SALGA	South African Local Government Association
SAPS	South Africa Police Service
SGBV	Sexual and gender-based violence
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**.

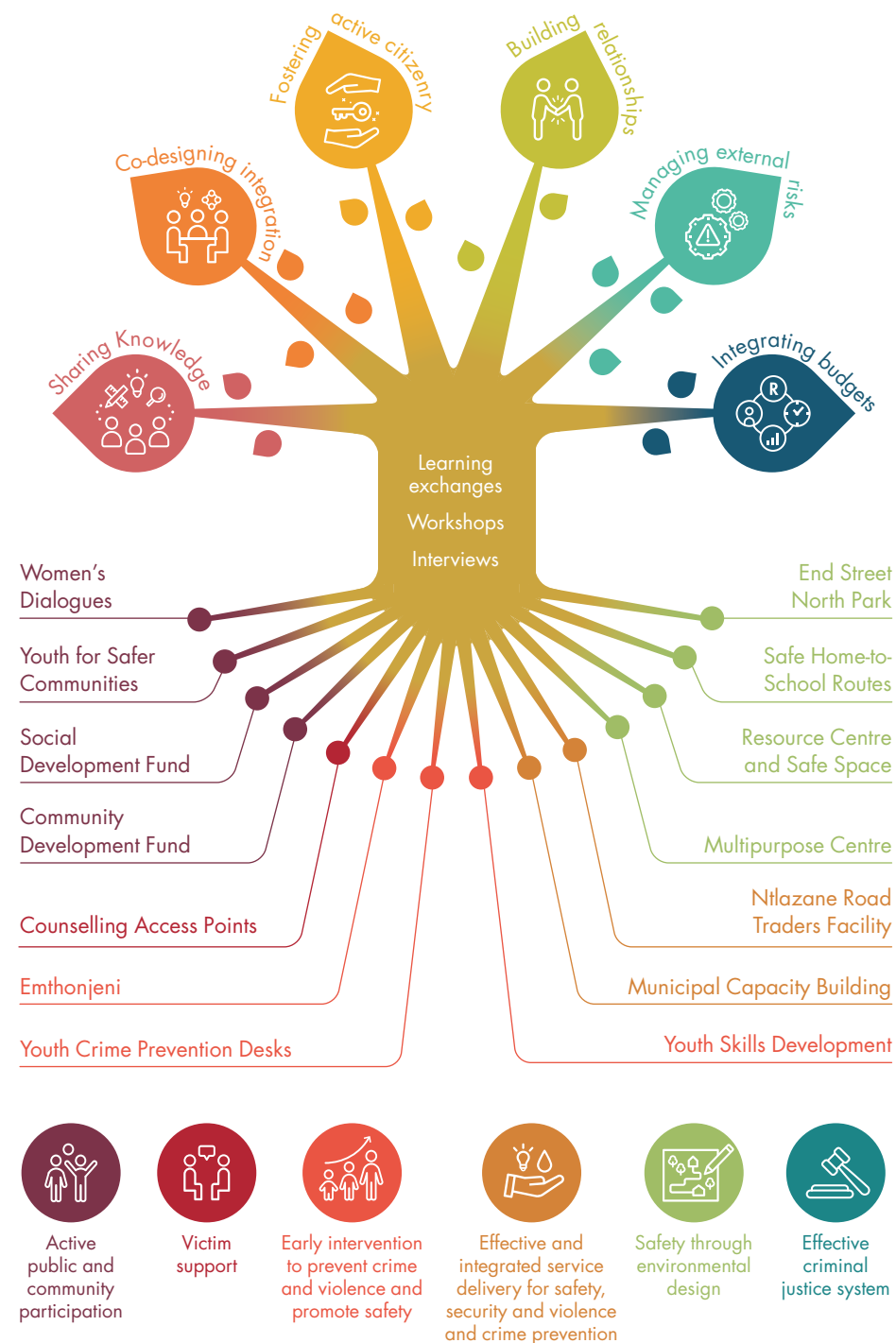
The tree stresses the importance of a "Whole-of-Government" and "Whole-of-Society" approach and of everyone playing a role in violence prevention, as is reflected in the emerging knowledge products. The most pertinent knowledge gathered stretches into six "branches" (or strategies) - from there, the "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

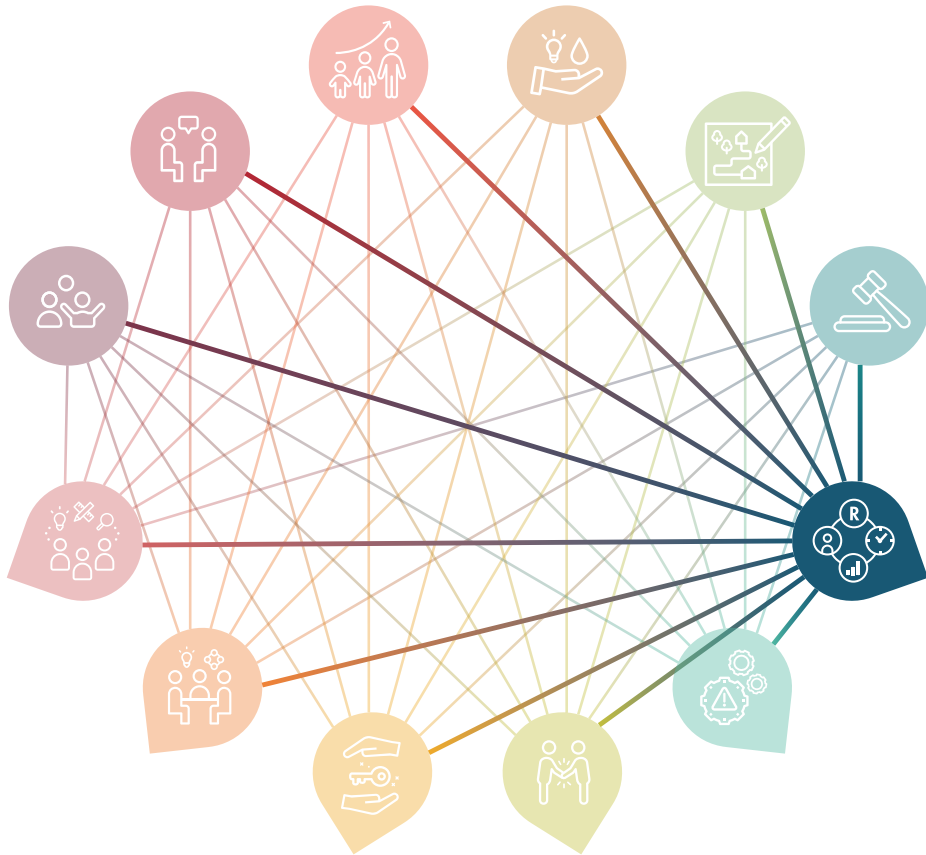
DEFINING AREA-BASED APPROACHES

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 INTEGRATING BUDGETS



Linking planning to budgets is crucial to area-based approaches to violence prevention. This booklet is meant to make this complex process smoother for integrated teams, especially those sharing budgets within their interventions.

Integrated and shared budgets require meticulous alignment to timelines during the planning phase, as well as continued awareness of various budget requirements among stakeholders through implementation. For example, if a project involves financial resources from national, provincial- and municipal-level stakeholders in different departments, the team will have to juggle several fiscal timelines.

This process will not be the same for all integrated interventions. The participants in the knowledge management project found that they experienced different challenges in integrating budgets based, on which stakeholders were the direct implementers and leaders.

The differences between government programme leaders and intermediary programme leaders have implications for how they access and manage public financial resources. This variation is only one factor among many that affects budget integration. Therefore, as with the other five booklets, this chapter is not intended to provide a step-by-step recipe for integrating budgets in complex situations. Rather, it offers considerations for integrated teams as they work across more than one budget towards a shared vision⁴.

Some challenges addressed in this booklet also have implications for policymakers working to make integrated, area-based violence prevention easier to navigate financially. Other key processes behind integration, in addition to those addressed in this booklet, can be found in the **Co-Designing Integration** booklet. Both booklets are meant to be read together because the budgetary and co-design aspects of integration greatly influence, and almost always overlap with, one another.

In this booklet, you'll learn about:

- Overall enabling factors for integrating budgets
- Responses to the following challenges:
 - People working in silos and a lack of clarity around safety responsibilities
 - Different annual fiscal cycles
 - Underfunding of social crime prevention
 - Resource scarcity
- Considerations for costing models
- Budgeting for sustainability
- The potential of integrating budgets to improve overall programme integration

2 OVERARCHING ENABLING FACTORS

Stakeholders within the South African-German development cooperation have found that the following actions can strengthen the financial aspects of integrated violence prevention.

KEY SHARED VISION⁵ WITH ALIGNED MANDATES

First develop a shared vision and align official, area-based mandates between departments⁶ (e.g. GBV awareness led by education departments and victim support led by SAPS and DSD).

KEY PURSUE A DISTRICT DEVELOPMENT MODEL

Launched in November 2019, the “Khawuleza” or District Development Model of integrated service delivery at the district-level provides a framework for greater budgetary coherence closer to the ground.

KEY STRENGTHEN MTSF PROCESSES & MID-TERM BUDGET REVIEWS

Medium-Term Strategic Framework (MTSF) should guide budgeting and spending by promoting safety planning by different departments and emphasizing outcomes more than outputs.

KEY COSTS JUSTIFIED BY EVIDENCE

Costing models for violence prevention should be informed by comprehensive research into local context and the impact of similar projects, as well as cost-benefit and risk analyses.

KEY ALLOCATE SPECIFIC FUNDS FOR RISK MANAGEMENT

Anticipate the unpredictability that comes from working in areas with high levels of crime and violence. Allocate funding solely dedicated to risk mitigation⁷.

3 CHALLENGES & SOLUTIONS

3.1 UNCLEAR SAFETY RESPONSIBILITIES

Not all government team members have clarity around their safety responsibilities. At the national level, it is clear that SAPS and CSPS have safety mandates, and at the provincial level, most provinces have a department dedicated to community safety; but other departments are still working to fully implement the **White Paper on Safety and Security** and work towards violence prevention in an integrated, holistic, whole-of-government and whole-of-society approach.. At the local level, although the Municipal Systems Act of 2000 mandates that municipalities provide a “safe and healthy environment,” for some municipalities it is unclear which departments are responsible for safety. This means that there is not always a clear flow of resources between spheres of government for violence prevention. Without this clarity, it is difficult to adjust internal budgets in order to align to the shared vision of an integrated team.

Participants in the knowledge management project recommended addressing this challenge by resourcing project implementation vehicles (such as development agencies or intermediaries) from various departments. Find ways to share financial responsibilities within an area. Co-designing practices such as integrated goal-setting can also help.⁸

KEY The Khawuleza District Development Model mentioned earlier can also offer guidance for breaking down silos and other barriers to the flow of resources.⁹

HELENVALE, NELSON MANDELA BAY

The MBDA finds resources for various projects within the SPUU programme in Helenvale through more than one funder. For example, the German Development Bank (KfW) provides funding for physical and social infrastructure and implementation support, while DSD provides funding for skills training and, at one point, provided social services.



Door-to-door awareness campaign with Helenvale youth

3.2 DIFFERENT FISCAL TIMELINES

Different members of integrated teams may operate on different fiscal cycles. If they have multiple funders, they may even be juggling several funding timelines at once. This can be positive because the different timelines can be played off of one another to deliver across a longer period of time in an area; but it can also feel like a balancing act. Participants in the knowledge management project found that the following helped integrated teams, especially Area Coordinating Teams (ACTs)¹⁰ move more smoothly through these diverse cycles.



KNOW ALL BUDGET TIMELINES

Each team member should submit plans related to their budget cycles early on. Use these plans to develop one ongoing programme of operations and financial timelines, in line with the District Development Model. This will allow stakeholders to align with one another.



PREPARE FOR DELAYS

Thinking ahead about alternatives can help prepare a team in the event that any of these timelines shift.



MIX RESTRICTED & UNRESTRICTED FUNDING

Use more than one funding source for one project or set of interventions, based on the limitations of each, to maximise the strength of each partner.

DISTRICT DEVELOPMENT MODEL

The District Development Model breaks down planning and budgeting into short, medium and long-term in order to anticipate all budget timelines.

3.3 SENSITIVITY TO COMMUNITY TIMELINES

The timelines of government stakeholders with regard to financial investment in interventions are not the only timelines that matter. In addition to balancing the timelines of funders who do not live in the community, integrated teams must also consider the timelines of stakeholder enrolment and engagement with local leaders and residents.

Don't spend money before the local community is ready.



Fast-tracking spending at the expense of participatory practices may damage relationships and community ownership.

In anticipation of this possible challenge, align stakeholders so that people are not surprised when funding becomes available. Include citizens in the decision-making process from the beginning through participatory practices¹¹, such as creating a project steering committee that includes sitting community members or working with a local leadership structure.

3.4 UNDER-FUNDING SOCIAL CRIME PREVENTION

Stakeholders from the South African-German development cooperation recognised that more funding is typically available for infrastructure and securitised approaches than social crime prevention and institutional support. While approaches like crime prevention through environmental design (CPTED)¹² and hard protection are important aspects of violence and crime prevention, the over-concentration of funding in these dimensions are in contradiction with evidence that the complex challenges of violence and crime require complex, multifaceted responses. The examples below demonstrate the imbalance of financial investment and/or under-funding of social crime prevention at various scales:

- National Treasury has learned that strategic infrastructure must be activated through human interaction, such as social crime prevention activities, if the investment is to have the desired impact. However, often funding for these aspects is neglected or under-budgeted.
- Many municipalities require deeper understanding of their roles in social crime prevention, to better use the capacity and resources available for this function.
- Early interventions struggle to access SAPS budget for social crime prevention.

Participants in the knowledge management project made it clear that more dedicated resources and partners are required to activate infrastructure in the form of social programmes and economic activity. Area-based budgeting across funding streams, rather than within silos, can help integrated teams see more clearly where gaps exist, and figure out how to fill them.

CITY OF CAPE TOWN

Active boxes developed by VPUU NPC pair infrastructure with co-design processes, by involving community members, social crime prevention stakeholders, government stakeholders and the private sector. The buildings are designed using CPTED. This maximises citizen activation and ownership, which makes spaces safer.¹³

Integrated teams hoping to obtain budget allocation and buy-in for diversifying their crime prevention efforts may look to the **Case Study Booklet**, which has information on multidisciplinary interventions that have been implemented across the country through the South African-German development cooperation.

3.5 RESOURCE SCARCITY

In a context of limited resources, stakeholders within the South African-German development cooperation have found area-based budgeting to be particularly important. They pinpointed the following challenges and corresponding enabling factors.



LIMITED DURATION OF FUNDING

Funding should take note of the non-linear processes behind integrated interventions and the time it takes to set up sustainable projects. Capacity-building among local residents and a phased approach to the end of project funding can help to reinforce the approaches to sustainability described later in this booklet. Transitional funding can also assist when funding ends due to unexpected events.



LOCAL PARTICIPANTS EXPECT STIPENDS

Some stakeholders have noticed low attendance rates for social crime prevention activities when potential attendees, who are struggling to make ends meet, expect remuneration for attendance. Integrated teams should clearly communicate when it is not possible to provide stipends, promote the benefits of the activities, and make sure that activities take place in the community to avoid transportation costs. Activities should also be selected based on a demand-oriented approach.



LIMITED FUNDING FOR LOW SKILL WORK

The Expanded Public Works Programme (EPWP) provides an answer when programmes do not have sufficient resources to hire local residents to work and activate on-the-ground.



SECURITY IS THE MOST EXPENSIVE COST

Spaces with economic activity require physical security; but this can be supported with strong local ownership and partnerships with SAPS, community safety forums and neighbourhood watches.

DOORNFONTEIN, CITY OF JOHANNESBURG

EPWP workers were involved in the upgrading and safety through activation of End Street North Park in the Doornfontein, City of Johannesburg.¹⁴

Additionally, participants in the knowledge management project advocated for National Treasury-endorsed “lean implementation” processes, in response to resource scarcity. “Lean” implementation focuses resources on the most important processes and uses fewer resources for others. Integrated teams can maximise value and minimise waste with this approach. Similarly, when used effectively, a smaller scale intervention - such as a community centre on a small site - can have amplified impact - such as multiple functions and activities within the space.

THEEWATERSKLOOF MUNICIPALITY

The Resource Centre and Safe Space in Villiersdorp was co-designed by VPUU NPC, Theewaterskloof Municipality, local residents and the Western Cape Government to be relatively small (500m²). However, its impact is on a town-wide scale. The construction of the building tested alternative building technologies, and involved the training of local community members in these technologies, with an eye for potentially upscaling the methods to other housing developments within the town. The centre is intended as a catalyst for further development on the site and in the town.¹⁵



Villiersdorp Resource Centre

4 COSTING

Stakeholders in the South African-German development cooperation have recognised the need for costing models in upscaling successful interventions. As stated at the beginning of this booklet, costing requires evidence-led work at the very beginning of an intervention.

As a starting point for a simple cost-benefit analysis, integrated teams should find out the costs of crime and violence in the areas in which they are working together. Pay attention to both direct and indirect costs. A direct cost may be the amount of revenue that formal and informal businesses lose to robbery each year. Participants have measured this by surveying local business-owners to find out how much money vandalism costs their businesses each year. Indirect costs may include depression, anxiety and the other negative effects that violence has on well-being. In turn, those effects may impact adults’ productivity at work or children’s school marks, both of which influence future economic prospects.

To cost area-based interventions, start at the smallest scale within the area engaged in violence prevention. Find out more about the real costs of similar projects in areas with similar contexts. Perhaps most importantly, integrated teams should share information about their costing models with others, to assist in upscaling, adapting and institutionalising impactful approaches.

HELENVALE, NELSON MANDELA BAY

In communities that are traumatised by crime and violence, many residents need more than skills for employment. For MBDA, a critical aspect of SPUU is providing psychosocial space for healing and mental wellness. Social facilitation and psychosocial programmes are crucial to the well-being of local residents, which may be a precondition to participation for some. However, they are often underrated. Such interventions require dedicated resources.¹⁶

5 SUSTAINABILITY

Planning to integrate funding while it is available is, of course, crucial. But it is just as important to use funding to increase the sustainability of individual interventions once an entire existing project or programme comes to an end – regardless of whether it is social, spatial or institutional. Participants in the knowledge management considered the following factors in sustainability.



PRIORITISE CAPACITATION

Build training for on-the-ground teams into project funding and scope. Offer local leaders training in budget cycles and adjustment, prioritisation amongst competing needs, and Integrated Development Plans (IDPs), so that they have a better understanding of how to work with government processes.¹⁷



MAINTAIN FACILITIES SUSTAINABLY

Operations, management and maintenance of spatial interventions, such as community facilities, is costly. Consider managing, operating and maintaining facilities with progressive community delivery of services (CDS)¹⁸ and a focus on long-term financial sustainability.



FOSTERING LOCAL ECONOMIC GROWTH

Economic enterprises can provide the activation that a space needs to become safer. Economic investment can be drawn to an area through effective place-making processes. Integrated teams should include the private sector and find ways to support businesses and employment at violence prevention project sites. Livelihood activities can make a space self-sustainable.



EVIDENCE-LED FUNDING

Decisions around area-based budget allocation should be based on evidence of impact from similar initiatives and sustainability potential, as well as of the context of an area. Where possible, cost data should also influence these decisions.¹⁹

KHAYELITSHA, CAPE TOWN

VPUU NPC mixes tenants in Harare Square and in the Ntlazane Road Traders Facility, so that affordable rental units are subsidized by some of the larger units. The team focuses on financial sustainability by pairing tenant management with a variety of small business development opportunities and having a few tenants who are NGOs offering services that the community wants.²⁰



Small businesses located along a pedestrian route at the Ntlazane Road Traders Facility

MAMELODI EAST, CITY OF TSHWANE

The City of Tshwane's SPUU programme includes a Community Development Fund (CDF) that provides funds for socioeconomic activities. When residents of Mamelodi East access the fund for livelihood activities, it becomes a vehicle for local economic development.²¹

6 THE POTENTIAL OF INTEGRATING BUDGETS TO IMPROVE INTEGRATION OVERALL

An area-based, integrated budget is an opportunistic response to resource scarcity and unpredictable conditions. It can be an effective way to build trust among integrated team members.²²

In the face of under-resourcing that perpetuates inequalities, area-based budgeting is a way to crowd in resources. In fact, participants in the knowledge management project have found that integration is often forced by budget cuts. However, budgeting for an integrated approach from the beginning, rather than reactively, allows synergies between partners and financial savings to reinforce one another. The SPUU and VPUU programmes in the City of Cape Town, City of Tshwane and Nelson Mandela Bay Municipality are a testament to this.

Additionally, violence prevention efforts in areas with high levels of crime often face high unpredictability. An integrated budget can be a source of fiscal resilience if crime affects interventions. As expressed at the beginning of this booklet, it is also important to dedicate resources to risk management²³.

LINKS TO OTHER STRATEGIES

This booklet recounted the lessons learned by participants in the knowledge management project about working with other entities using integrated or co-designed budgeting towards a shared vision. While it should be read alongside all five of the other booklets in this series, as each topic is a layer of violence prevention interventions, it is especially relevant to read it alongside the **Co-designing Integration** and **Building Relationships** booklets.



SHARING KNOWLEDGE

Costing models for violence prevention should be informed by comprehensive research and analysis.



CO-DESIGNING INTEGRATION

Integrated budgets should be developed upon the foundation of a shared vision.

Incorporate the financial cycles of all integrated team members into programme timelines during the co-design phase.



BUILDING RELATIONSHIPS

The process of integrating budgets is an exercise in trust for all team members.



MANAGING EXTERNAL RISKS

Allocate funding solely dedicated to risk mitigation.



FOSTERING ACTIVE CITIZENRY

Fast-tracking spending at the expense of participatory practices may deteriorate community ownership and lead to “white elephants.”

FROM LEARNING TO PRACTICE

After reading this booklet, what three things should you change about how you integrate budgets 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**.

Page 16

- 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> .

Page 19

- 4 See booklet **Co-Designing Integration**.

Page 20

- 5 See **Co-Designing Integration**.
- 6 See **Building Relationships**.
- 7 See **Managing External Risks** for more.
- 8 See **Co-designing Integration** for more.
- 9 <https://www.dpme.gov.za/news/Pages/KhawulezaDistrictModel.aspx>

Page 21

- 10 See page 77 in the **Case Study Booklet**.

Page 22

- 11 See **Fostering Active Citizenry**.
- 12 See Safety Through Environmental Design chapter in **Case Study Booklet**.

Page 23

- 13 See page 77 in **Case Study Booklet**.
- 14 See page 68 in **Case Study Booklet**.

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- 15 See page 76 in **Case Study Booklet**.

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- 16 See page 20 and 38 in **Case Study Booklet**.
- 17 See **Fostering Active Citizenry**.
- 18 See **Fostering Active Citizenry**.

Page 26

- 19 See **Sharing Knowledge** for more.
- 20 See page 58 in **Case Study Booklet**.
- 21 See page 32 in **Case Study Booklet**.

Page 27

- 22 See **Building Relationships**.
- 23 See **Managing External Risks**.

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