GUIDE TO DESIGNING INTEGRATED VIOLENCE PREVENTION INTERVENTIONS

Building Relationships

national treasury

Department:
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cooperation
DEUTSCHE ZUSAMMENARBEIT

ACKNOWLEDGEMENTS

FOREWORD

forthcoming

FOREWORD

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ACRONYMS

ABA	Area-based approach
BMZ	German Federal Ministry for Economic Cooperation and Development
EQ	Emotional intelligence
CBO	Community-based organization
CPTED	Crime prevention through environmental design
CSPS	Civilian Secretariat for Police Service
DDM	District Development Model
DHS	Department of Human Settlements
DoCS	Department of Community Safety
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
IGR	Intergovernmental relations
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
MOU	Memoranda of Understanding
NGO	Non-governmental organization
NMBM	Nelson Mandela Bay Municipality
SGBV	Sexual and gender-based violence
SLA	Service Level Agreements
SALGA	South African Local Government Association
SAPS	South African Police Service

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
YCPD	Youth Crime Prevention Desks

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 model[1].

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.
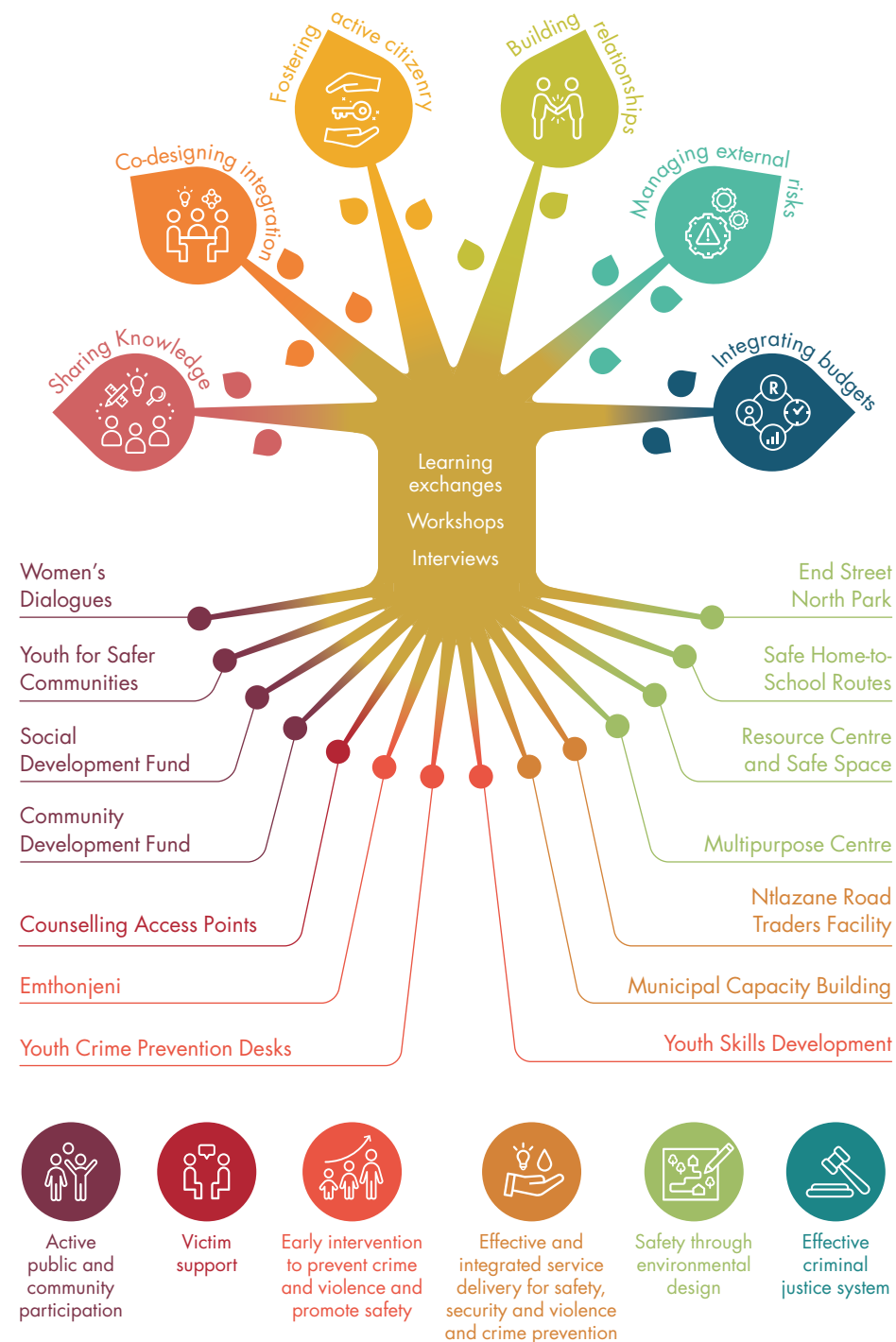
DEFINING VIOLENCE

Violence, especially interpersonal violence, is one of the leading causes of death in South Africa and disproportionally 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 2011[2]. 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 victims[3]:

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 BUILDING RELATIONSHIPS
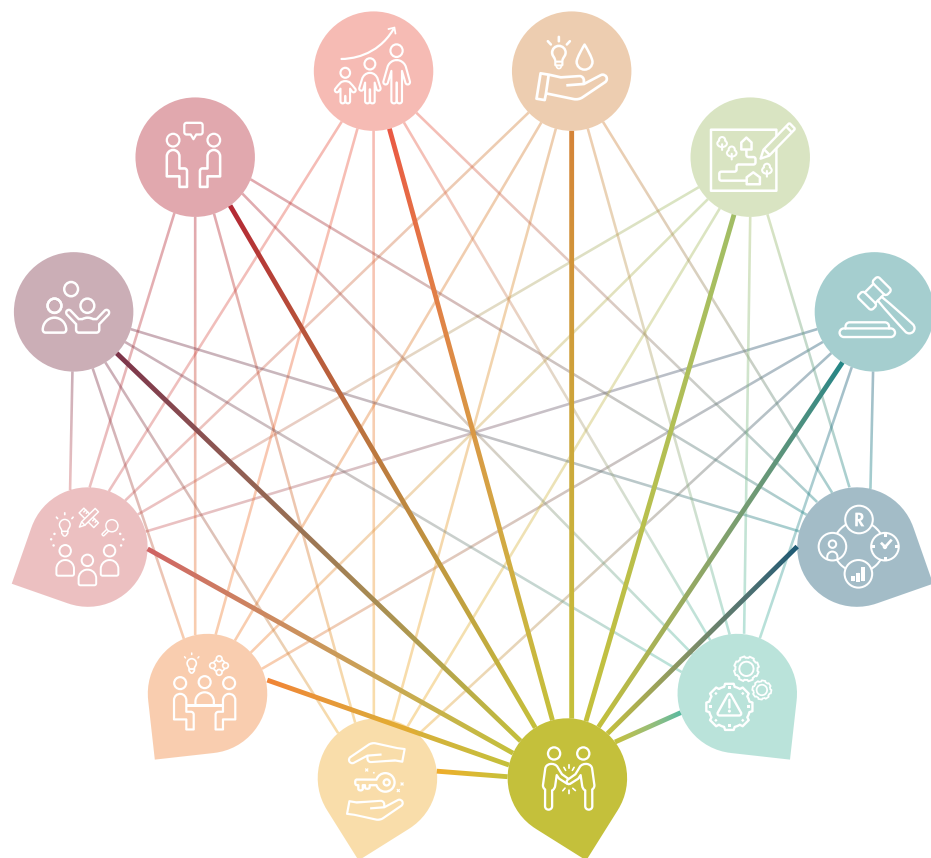
At the core of integration is a dedication to working together as a set of diverse people, groups or functions to achieve a common goal. This cannot happen without relationships between all actors involved.

Strong relationships foster greater ownership among the different members of integrated teams working in violence prevention. They make it easier to work efficiently, effectively and, at their best, in synchrony.

"Partnerships and collective action are essential for the success of any project."

– Official, Johannesburg City Parks and Zoo

However, despite their deep importance to violence prevention, the processes of building, defining and maintaining relationships across many different ways of working and thinking can be challenging.

This booklet discusses how stakeholders within the South African-German development cooperation respond to the following questions:

- How exactly do we make an active effort to foster collaboration and integration?
- How do we use partnership approaches effectively?

In response, this booklet explores lessons learned around the following aspects of building relationships:

- Solidifying a foundation of trust to foster more effective integration,
- Dealing with role clarification and power dynamics in partnerships,
- Strengthening partnerships through intergovernmental mechanisms and spaces of collaboration, and
- Sustaining relationships over the long term.

2 A FOUNDATION OF TRUST

Participants in the knowledge management project identified actions that can be taken to increase trust in relationships between partners working across sectors for violence prevention. In reality, these actions can help to build trust in any relationship.

- 🗝️ Start with a visioning exercise and team-building activities to gain a common understanding[4].

- 🗝️ Actively communicate and listen to one another across all sectors. Promote a culture of openness to better manage disagreements and tension.

- 🗝️ Think transversally and inter-disciplinarily to integrate interventions and develop mutually beneficial processes. Involve everyone in decision-making from beginning to end.

- 🗝️ Clarify your expectations of one another and show dedication to your roles.

- 🗝️ Tap into your emotional intelligence (EQ); pay attention to the body language and feelings of others so that issues can be dealt with as they arise. All team members, regardless of department, level or sector, need to know what is happening on the ground.

In particular, participants in the knowledge management project learned the most about trust-building when they strived to ensure that all stakeholders were represented; addressed distrust; formally defined relationships and clarified roles. Therefore, the following sections explore those four topics more deeply.

For these factors and the others above, it is important to remember that trust takes time.[5] The longer partners work together, the more consistently they can take the above actions and seek out spaces for engagement.

"Meaningful stakeholder engagement takes time and skill." – Johannesburg City Parks and Zoo

THEEWATERSKLOOF MUNICIPALITY

The design of the Villiersdorp Resource Centre and Safe Space was a project of many partners led by VPUU NPC. The integrated team overcame challenging dynamics to come together in a way that speaks to the concept of 'integration' as a 'whole of society' approach, towards the improved quality of life of Villiersdorp residents.[6]

Co-designing the resource centre was a multi-stakeholder process

2.1 GAINING REPRESENTATION OF ALL STAKEHOLDERS

Gaining representation from all sectors (including faith-based organisations, schools, NGOs, spheres of government, local communities, the private sector, academia, and other parts of civil society) is crucial for the institutional design of an integrated violence prevention intervention. To ensure that all the right people are included,

USE THE SOCIAL-ECOLOGICAL MODEL
Frame stakeholder engagement with the model[7], along with other context-appropriate frameworks, to ensure that you are meeting all levels of society.

IDENTIFY ACTIVE CITIZENS
Seek out existing champions, organisations or businesses with the relevant skills, experience and interests.

SET PARTICIPATION STANDARDS
Institutionalise participatory engagement with local communities.[8]

ELIMINATE BARRIERS
Sustain relationships between government, local residents, small businesses and others in civil society with skills capacitation.

OBTAIN BUY-IN
Prove to stakeholders that their active participation will help them achieve their own goals and make collaboration easier.

2.2 ADDRESSING DISTRUST

Corruption and bribery among government and other role players can foster distrust among potential members of integrated teams. Historical and current injustices may cause scepticism and distrust among local residents, as well.[9]

It is important for integrated teams to explicitly adhere to values of transparency, respect and openness to learning. They can demonstrate this by listening to and remaining honest with all role players and agreeing upon structures and standards. Being transparent about the purpose of the interventions and how the gap between policy and implementation will be closed can contribute to trustful relationships. Moreover, trust can be sustained through changes in personnel, structures or direction through change management mechanisms.

Despite robust trust-building, micro- and local politics may continue to foster distrust. These tensions cannot be ignored and should be managed. Integrated teams should openly acknowledge all stakeholders and their perspectives. As in any relationship, the more tensions are swept under the rug, the worse they could become.

Additionally, in areas where accountability may be difficult to maintain, integrated teams should manage consequences based on the agreed upon standards and structures.

The development of End Street North Park involved so many role players that tensions were inevitable. The partners in the project learned the importance of acknowledging those tensions; being open allowed for better communication, leading to a participatory park development model that could be replicated elsewhere in Johannesburg. Choosing not to rush also led to a successful model.[10]

Park Activation Coordinator (PAC) training

2.3 FORMALLY DEFINING A PARTNERSHIP

Stakeholders within the South African-German development cooperation identified three ways in which they formally define partnerships

- Service Level Agreements (SLAs),
- Memoranda of Understanding (MOUs)
- Grant Agreements.

These formal agreements can more clearly define roles within the structure of a partnership, which allows integrated teams to more easily navigate complex processes. In particular, the participants in the knowledge management project frequently utilised MOUs to define partnerships. They also identified the need for contracts that are more user-friendly.

When working with service providers, it helps to have an intermediary brokering relationships between the providers and local residents or government departments. This may be a role for the chairperson of an integrated team; it may also require consideration for resourcing coordination.[11] Where partnerships are with service providers, regular, hands-on check-ins can be a source of support and keep communication lines open.

2.4 CLARITY OF ROLES

Clarification of roles increases trust, but it also allows integrated teams to work more effectively and efficiently. Understanding clear and precise expectations of their roles allows different stakeholders to accept their responsibilities to contribute to shared outcomes.[12] Stakeholder mapping ahead of time can allow integrated teams to understand what skills are at the table and what type of collaboration is feasible.

However, even with the clearest expectations, some partners may still be unwilling to commit to integrated approaches. This is, of course, affected by the power structures that influence integrated team members. Participants in the knowledge management project recommended the following means of gaining top-down and bottom-up buy-in if commitment remains low even when roles have been clearly defined:

- Collective agency (i.e., lobbying) from committed partners
- Community meetings
- Clustering within government departments
- Support from top management in all stakeholders
- Sharing knowledge that provides fresh insight into the purpose of a violence prevention programme.

VPUU NPC found that community meetings through the ECD Forum mitigated negative responses to competition for beneficiaries between partnering ECD community-based organisations (CBOs) and other ECD CBOs. This has led to increased cohesion and upskilling, so that all ECD CBOs involved in the forum can be part of the programme's area-based approach.[13]

ECD activation in Monwabisi Park A-Section

3 STRENGTHENING INTERGOVERNMENTAL RELATIONSHIPS

Given that safety and violence prevention are cross-cutting and best addressed through integrated, area-based approaches, government role players must be prepared to work across departments and spheres. In order for integration to work, integrated teams should make use of mechanisms intended for strengthening intergovernmental relations (IGR). Most importantly, IGR requires leadership and endorsement from political leadership at all levels of government. In practice, this requires direct reports to them. IGR cannot be driven at a more local level without this support.

Participants in the knowledge management project highlighted the limited capacity of local government to convene, mediate and navigate complex processes and issues.

In part, this pertains to selecting, placing and training officials. But participants also saw integrated teams as well-placed to strengthen forums and MOUs that more effectively regulate and de-politicise IGR. This could also enhance local government capacities.

Participants also identified the lack of integration in planning and budgeting as an IGR challenge.

To begin detangling this challenge, they recommended intergovernmental, multidisciplinary conversations and policy reviews. They also recommended clustering departments (e.g., social and security clusters) to provide an intergovernmental framework for these integrative processes. Other ways forward for integrated planning and budgeting are discussed in other booklets in this series.[14]

DOORNFONTEIN, CITY OF JOHANNESBURG

Throughout the development of End Street North Park, leaders from the JDA, JCSP and JCPZ remained dedicated to the project. The project's successes grew from their positive working relationships and shared vision.[15]

Park users co-designed End Street North Park

4 CREATING SPACE TO FOSTER RELATIONSHIPS

The stakeholders within the South African-German development cooperation felt that opportunities to build violence prevention networks, increase the cohesion of integrated teams and learn together are needed in order for partnerships to flourish and relationships to develop. Networks that share experiences, information and support within a culture of openness, inclusivity and compromise can make it easier for integrated teams to reach consensus or compromises in decision-making. Continuous spaces of collaboration and knowledge-sharing, such as those created during the learning events within the knowledge management project, can provide such opportunities.

How do we foster cohesion among groups of partners, such as integrated teams working on violence prevention?

The participants in the project also envisioned integrated teams co-creating these opportunities on a smaller scale.

Integrated teams can foster relationships with

A SENSE OF BELONGING
Cultivate a sense of belonging among partners.

REGULAR COMMUNICATION
Draw the team together with regular communication.

INCLUSIVITY
Ensure that all voices on the team are heard, even if they are quiet.

LINKS BETWEEN STRANGERS
Connect partners that are unfamiliar with one another, such as government departments and grassroots CBOs.

COOPERATIVE LEADERSHIP
Maintain dedication and resilient relationships between leaders on the integrated team.

NELSON MANDELA BAY MUNICIPALITY

Stakeholders working on school safety in Port Elizabeth have built networks that allow for knowledge-sharing, collaboration and stronger relationships. Members of both the NMB NGO Safer Schools Forum and the SPUU Safer Schools Network support one another internally, and the two networks themselves support one another. The NMB NGO Safer Schoos Forum members have learned to work more collaboratively, gained skills, and shared knowledge around costing through this opportunity.

5 SUSTAINING RELATIONSHIPS

It is one thing to build relationships, and another to sustain them. Of course, when we develop partnerships, we want them to last a long time. However, participants in the knowledge management project identified two challenges that hinder the longevity of their relationships: high staff turnover and lack of partnership capacity.

When partners consistently experience changes in personnel, it can feel like relationships with the same departments and organisations have to be re-built again and again.

This challenge is particularly salient for government departments. Participants in the knowledge management project considered proactive ways to prevent high staff turnover, such as incentives that are not monetary or performance-based. More reactive responses that they voiced included forming project secretariats that retain institutional memory, hiring dedicated project staff and building greater capacity in communities.

When partners work with personnel who lack time or skills to sustain relationships, it can make them feel like the partnership is not valued.

Sometimes, it is helpful to see things from a new perspective. Do not assume that integrated team members have been trained to work on projects outside of their ordinary scope. Intermediaries can assist to capacitate partners with the necessary skills. On the other hand, relationship-building takes time and effort, if not actual budgetary expenditure. The cost of collaborating and forming partnerships needs to be explicitly resourced.

At other times, cooperation and relationships may simply be for a specific time or project, with a clear beginning and end.

GAUTENG PROVINCE

In the past, due to a lack of capacity, support structures in Gauteng SAPS's Social Crime Prevention Division and the Gauteng Department of Community Safety (DoCS) faced difficulties coordinating their work with youth in the Youth Crime Prevention Desks (YCPD) programme. In response, GIZ-VCP worked with SAPS and DoCS to strengthen their ability to mentor and retain youth participants.[16]

Youth involved in YCPD in Gauteng

LINKS TO OTHER STRATEGIES

While all of the booklets in this series provide valuable insights on violence prevention from the South African-German cooperation, practitioners interested in establishing and improving relationships should also read the booklets about **Fostering Active Citizenry** and **Co-designing Integration** closely.

The former provides insights specifically on relationships between government officials, local leaders and local residents. The latter provides more actions for integrated teams to take in designing interventions through strong collaboration.

SHARING KNOWLEDGE

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

CO-DESIGNING INTEGRATION

Developing a shared vision can help to build trust amongst partners.

FOSTERING ACTIVE CITIZENRY

Building trust among partners, including between local citizens and other partners, takes time and patience.

Institutionalised participatory engagement with local communities can help to ensure that all stakeholders are heard and meaningfully contribute to violence prevention.

MANAGING EXTERNAL RISKS

Corruption and injustice foster distrust among potential members of integrated teams: be transparent, open and respectful and acknowledge tensions where necessary.

INTEGRATING BUDGETS

Corruption and injustice foster distrust among potential members of integrated teams: be transparent, open and respectful and acknowledge tensions where necessary.

FROM LEARNING TO PRACTICE

After reading this booklet, what three things should you change about how you build relationships in your own work?

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

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ENDNOTES

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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.saferspaces.org.za/ understand/entry/what-is-violence .

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1   See **Co-Designing Integration** for more.

2   See **Fostering Active Citizenry** for more.

3   See page 76 in **Case Study Booklet**.

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4   See page 10 in **Case Study Booklet**.

5   See **Fostering Active Citizenry** for more.

6   See **Managing External Risks** and **Fostering Active Citizenry**.

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7   See page 68 in **Case Study Booklet**.

8   See **Co-designing Integration**.

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9   See **Co-designing Integration**.

10 See page 44 in **Case Study Booklet**.

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11 See **Co-Designing Integration** and **Integrating Budgets**.

12 See page 68 in **Case Study Booklet**.

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13 See page 48 in **Case Study Booklet**.

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ICON CREDITS

Several icons were sourced from the Noun Project website and used in this document either in their original design or modified to better represent the content. Icons that are not part of this list were developed by Mariana Chicaybam, VPUU NPC.

ORIGINAL ICONS

Institution by Popular

Justice by maspao

Network By Gregor Cresnar

MODIFIED ICONS

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Delay by Riccardo Biasibetti

Income by Anagaja Design

Management by ProSymbols

Partnership by Kraya

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